



Hockey NZ's Regional Association  
Administration & Resource Report

December 2007

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# Executive Summary

## Introduction

***This Report is not about the status quo.***

It is about growth – regional association growth.

Growth means membership growth – the lifeblood of every sport organisation in the world. To achieve and sustain this will require more income, coaches, umpires, officials and staff. In some instances it will require more turfs and/or a better utilisation of existing turfs. It will require a more professional approach to the way the regional associations are governed, managed and administered.

This Report ties back to the 2005 report on the regional associations capability review.

That report made ten recommendations to improve the governance and administration practices of the regional associations and three substantive recommendations about improving the delivery of services and planning, managing and sustaining growth and improving the current regional system through the NHL structure.

*The comments and the Models in this Report are not based on some fanciful ideal. They are based on hard data and information supplied by regional association managers/practitioners.*

*The Report has been peer reviewed by a panel of RA managers plus an independent adviser on resource modelling. Their advice and suggestions have been incorporated into the Report.*

Currently national membership growth is static. To accept this as the status quo creates the real danger of it becoming a self fulfilling prophesy. From this it is a short step to it becoming part of the sport's culture – a culture of acceptance that growth is unattainable except by the occasional association.

The challenge for hockey across every association – small, medium and large - is not just to create growth but to service and sustain it by gearing up to another level to reach the growth targets and resources identified in this Report.

It will need commitment, planning and managing. It will take time and resources. But it can be done.

## Purpose

Every sport strives to increase their membership. Various strategies are employed to help them to achieve this. Often these strategies are not matched by an evaluation of the resources and structures required to service growth, let alone sustain it.

The purpose of this Report is to assist RA boards and staff to calculate the resources they will need to service growth of 5% - 10% in the next five years.

The Report does this by creating a set of Models that represent the optimum (i.e. best, as opposed to ideal) resources to service this increase in player numbers. Such an increase will have a direct impact on the number (and quality/qualifications) of facilities, coaches, umpires, officials, administration staff, clubs and funding. The Models reflect this.

## Models

The Models reflect the three categories of membership used in the Report. They are large (3000+ members), medium (1000 – 3000) and small (under 1000) that currently make up Hockey NZ's (HNZ) 33 regional association structure.

They represent a cross section of the sport in terms of geographical location, rural and urban and North and South Islands. For reasons of consistency membership numbers was chosen to determine the categories.

Based on the above a group of 16 RAs were invited to participate. All of them did. They are listed in Attachment 1.

The Models are designed to accommodate a reasonable degree of variance between RAs. However several RAs have features that are significantly beyond the average, for instance number of staff, coaches, umpires to the point where their inclusion would seriously bias the Model. In these instances this data has not been included.

The data for the Models comes from five sources -

- a) The survey (Attachment 3) that was sent to each of the participating RAs. This identified the level of resources servicing current player, coach etc numbers against what each RA projected would be required in the next 5 years based on the 5% - 10% growth target
- b) Key official documents such as annual and financial reports. They were used to track trends and data such as player numbers and financial performance. Along with input from the RA representatives, they formed the baseline data from which the 5 year projections/forecasts were made
- c) The consultation process with representatives from the RAs and HNZ. This enabled in-depth discussion about the data and information provided by the survey process and the issues that could impact on the growth targets and timeframe
- d) Material/input from other sport and non sport/service organisations. This gave a comparison with other sports resources and the level of services provided by them and business/trade associations

- e) Peer review enabled independent analysis and comment on the Models and the Report itself.

The data in the Models is generally expressed in one of three ways –

- as a range e.g. number of players is 500 to 750
- as a ratio e.g. 1 coach per 50 players
- as a percentage e.g. income and expenditure items are expressed as a % rather than \$.

The Models are designed to allow a RA to move from one category to another i.e. small >> medium; medium >> large. This doesn't change the Model but it does change the Model that applies to that RA.

The Models also identify the needs of the different elements of the sport. For example, high performance is a specialised part of every sport and requires different resources (e.g. specialised coaching and competitions). It also requires a more focused approach to achieving sustained results which means a culture that reflects this.

**Note:** In several instances a number of RAs struggled with the 5 year projection and presented incomplete and inaccurate information. The response to this was to seek further data from them and/or extrapolate existing data and/or factor various assumptions into the Model. The point is made of the need for hockey (and sport administrators generally) to learn about such skills and apply them as part of their strategic planning process. This could be a topic for a HNZ workshop.

There are benefits for the RAs in having Models to work from. For example they -

- provide each RA with a planning template of the resources it will need to service a specified growth target
- are a tool that enable each RA to measure how it is tracking against the optimum services represented in the Model
- provide a guide of the resources required if a RA plans to move from one category to another
- provide the national office with an overview of the allocation of RA resources nationwide (with the ability to initiate strategies to redress imbalances)
- enable the national office the opportunity to implement a benchmarking programme of the RA's main performance areas and growth targets
- recognises the resources required by the high performance part of the sport
- provide an incentive for the sport to become more sophisticated in the way it plans for the future.

In summary, each Model is designed to -

- a) Give an indication of the resources needed to adequately service a 5% – 10% growth in membership over the next five years
- b) Help strengthen regional administration capability (based on the recommendations in the 2005 report) and make it more accountable to members and stakeholders
- c) Improve the development of club and regional players, coaches, umpires, officials and administrators and create an environment that supports this
- d) Identify the high performance needs of the regions and create a (high performance) culture based around the National Hockey League (NHL) and HNZ's coaching and talent development programmes.

The Report notes that developing a Model for a large number of organisations is more difficult than it is for one organisation.

The reason for this is because in each of the three categories there are considerable variations that need to be factored in the Model. For example in the large RA category there are significant differences between Auckland and Waikato in the number of players, coaches, umpires, administrators etc. A similar situation applies to other RAs, for example Taranaki and North Otago in the small RA category. Such variations do not apply when it involves just one organisation.

Finally, the Report is a first for HNZ and the Models break new ground (refer Attachment 3). This means there is scope for improving them as the quality of the data and the forecasting skills of the RAs improve.

## Performance Areas & Terms

### **a) Performance areas**

The Models are made up of seven performance areas -

1. Governance
2. Administration - staff positions and numbers
3. Numbers - players, coaches, umpires, officials and clubs
4. Member services
5. Delivery of services
6. Measuring performance
7. Financial

The Report goes through each area in detail and from the current and projected data a Model is recommended of the optimum resources to service a particular size RA.

Where appropriate the Model reflects best practice e.g. governance.

The Models are colour coded – blue represents large RAs; orange represents medium size RAs and green represents small RAs.

### ***b) Terms***

Terms used in the Report that relate to each category of RA are defined as follows -

Total = total number of staff, players, coaches, umpires, officials or clubs

Average = average number of staff, players, coaches, umpires or clubs

Range = range between the highest/lowest number of staff, players, coaches etc

Ratio = ratio between players and coaches; players and umpires etc

Percentage = used mainly in the financial section to express the percentage range of income and expenditure items

FTE = number of paid staff expressed as Full Time Equivalent

Current = data at the time the survey was conducted: it formed the basis of the 5 year projection/forecast

Projected/forecast = 5 year calculation of resources to service the growth targets

Model = optimum/best resources to service each RA's On and Off Field requirements based on the growth target.

## Report Format

The Report is in three parts:

1. Executive Summary.
2. Sections 1 - 3 cover the three categories of RAs - large (Section 2), medium (Section 3) and small (Section 4).

Each section starts with a brief introductory outline about the current position on the number of RAs in the survey, number of players and total income and expenditure. This creates the platform for a more detailed analysis that forms the basis of the Model for that category of RA.

The layout and headings of each section are identical across all the three RA categories. This enables each category to be compared against the others.

3. Concluding comments.

## Acknowledgements

The Report notes with sincere appreciation the contribution from the management and staff of Hockey NZ and the members of the boards and the management committees, staff and volunteers from each of the RAs involved in the survey and consultation process.

The Report also records its appreciation of the advice and input from a number of national sport organisations, in particular the NZ Rugby Union, and from non sport organisations.

## Summary: Model of Key Resource Areas

	Large 3000+	Medium 1000 – 3000	Small 1000
<b>Governance</b>			
- Type	Board	Board	Mgmt/Exec
- Number*	6 - 8	6 - 8	6 – 8+
*includes 1 – 2 independent			
<b>Staff</b>			
- FTE	7.5 - 8.5	6.5 - 7	1.5 - 2
- Position	CEO	Exec Dir	Exec Officer
<b>Facilities</b>			
- Turfs HQ	2 - 3	1 - 2	1
- RA av	6	2	2
Sand % (of total)	0	6	25
Wet %	20	30	38
Water %	80	64	37
Player per turf (av)	730	790	350
<b>Numbers</b> (registered)			
- Players			
RA av	4220	1910	700
Per club av	420	139	88
- Coaches			
RA av	103	55	16
per club av	8	4	2
Player : coach ratio	51	35	43
- Umpires			
RA av	75	53	33
Per club av	6	4	4
Player : umpire ratio	70	36	22
- Tech officials			
RA av	15	4	2
- Clubs			
RA av	10	14	8
Player : club ratio	420	140	88
<b>Financial</b> (range -\$ x 000)			
- Income	700- 1300	500 – 650	100 – 280
- Expenditure	600 -1200	450 – 600	80 – 250

# Section 1

## Large Size Regional Association Model

Large RAs are defined as 3000+ members.

Five Regional Associations were involved in the evaluation: North Harbour, Auckland, Waikato, Wellington and Canterbury. Currently they represent 19123 registered players at an average of 3825 per RA. Average adjusted\* income is \$896,000 with expenses of \$856,000 (\* adjusted to exclude a large RA with negative income).

The numbers form the base line for the 5 year projections/forecast that in turn forms the basis of the Models in the Report.

The Model is made up of the seven areas referred to on page 4, and is based on an analysis of current and projected data (extrapolated and/or with assumptions factored in as appropriate). They are summarised at the beginning of the performance indicators for each of the Models.

The Models give the recommended optimal resources needed to service their specific membership growth target. The Models allow each large RA to measure and benchmark their performance across standard baseline data. They create a platform for future Modelling.

### 1. Governance

This part relates to Survey Questions (Q) 2, 3 & 4.

#### 1.1 Board

**a) Structure:** All five are incorporated societies and are governed by a board.

**b) Number:** The number of board members ranges from 6 – 11 with an average of 8. There are no independent (external) board members. Boards' performance can be improved through appointing/co - opting 1 – 2 external (non club) people especially in situations where the board may lack the requisite governance skills.

**c) Skills:** 5 RAs indicated the skill level of the board is sufficient to meet the organisation's immediate needs. Looking forward the skills required to meet the changing sport and organisational environment were identified as business, HR, financial, marketing, governance and information communications technology (ICT).

**Note:** The core skills required by sport organisations in the future will still be the same as they are today. However different skills will also be required. Attachment 4 sets out an indicative list of skills relevant to a large RA.

The Report notes the skills available to boards tend to reflect the size of the organisation. Thus the larger RAs tend to have a greater number of skills available to them than are available to the medium and small ones.

**d) Role and responsibilities:** There was understanding about the roles and responsibilities of a board in terms of the obvious requirements such as strategic planning. The areas of weakness were performance reviews (board and CEO), professional development/training, monitoring the organisation/s performance and QA/oversight. There was also some lack of understanding about the governance roles and responsibilities of boards and operational roles/responsibilities of staff.

**e) Capability:** 2 of 5 RAs have undertaken a capability review in the last three years. All large RAs should conduct a capability review every 3 - 5 years.

### Model: Governance Structure

- Each large RA will have a formally constituted governance board with a good balance of skills and experience (refer Attachment 4)
- The board should comprise 6 - 8 directors with an appropriate ratio (1 -2) being independent (i.e. non club)
- The Chair works with the CEO between meetings whilst ensuring the agenda for each meeting includes all business to be discussed
- The board will monitor the use of resources, strategic plan achievements, major transactions, financial performance, budget achievements, CEO performance and risk assessment
- The board will provide leadership and act in a mentoring capacity for the CEO as needed
- It will review the strategic plan annually
- It will establish appropriate policies and processes
- The board will ensure there is an effective constitution in place
- It will report regularly to members and stakeholders on its performance
- The board's functions may be supplemented by the use of suitably qualified *standing* committees such as an Audit committee
- Each RA will provide professional development/training for board members
- It will evaluate its performance annually.

## 1.2 Committees

The number and type of committees used by the five RAs varied considerably.

### a) Standing Committees

- Current: total = 26, range = 2 – 8 per RA, average = 5.2 per RA
- 5 years: total = 28, range = 2 – 10 per RA, average = 5.6 per RA

Comment: There are too many Standing Committees - i.e. committees that are governance related and report directly to the board. Best practice is there should be a small number of such committees whose task is to report to the board on specific governance (as opposed to operational) matters like audit and CEO remuneration.

### Model: Standing Committees

The board's functions can be supplemented by the use of suitably qualified *standing* committees such as an Audit committee. Management functions can be supplemented by appropriate *advisory* committees.

The number of standing committees will be minimal (1 - 2) with provision for audit and CEO remuneration.

All committees will have clear term of reference that includes reporting lines and limits to their authority and life.

### b) Advisory Committees

- Current: total = 11, range = 0 – 5 per RA, average = 2.2 per RA
- 5 years: total = 15, range = 1 – 5 per RA, average = 3.0 per RA

### Model: Advisory Committees

Advisory committees work with management on specific operational issues, for example tournaments, turfs, representative teams, marketing, HR, IT. They report directly to the CEO. Their reports generally forms part of the CEO's board report.

The number of advisory committees will reflect the areas where the CEO needs external advice/input.

All committees will have clear term of reference that includes reporting lines and limits to their authority and life.

## 2. Staff

This relates to Survey Q 4 & 5

### 2.1 Staff Functions

RA staff is classified into three groups

- a) Administration – includes the CEO, administration support and finance
- b) Coaching and development/high performance - include players, coaches, umpires and officials
- c) Facilities - turf, pavilion and bar.

Within this group are - -

- Paid staff – full, part time and contract
- Quasi paid “staff” generally, but not always, the secretary and treasurer who are paid an honorarium
- Unpaid volunteers.

The Report’s focus is paid staff. They are expressed as Full Time Equivalent (FTE). For reasons of consistency 2 part time (PT) staff equal 1 FTE.

**Note:** One of the five RAs has a significantly greater number of staff than the other four. For reasons of statistical bias its staff numbers have been omitted from this part of the Report.

Each RA will ensure there is a suitable staffing structure in place, approved by the board, to enable it to function effectively.

This will mean as the RAs gear up their resources to accommodate the projected growth in membership and to achieve operational and administration efficiencies, greater emphasis will be placed on employing qualified professional staff. Volunteers will continue to be used but in the areas where their contribution creates the greatest value for the organisation.

### 2.2 Staff Positions

Each RA will have full time staff capable of meeting the RA’s core administration, coaching, development and high performance and facilities requirements and who are capable of delivering services to members against results based performance measures.

The staff’s functions may be supplemented by the use of suitably qualified *advisory* committees.

The staff positions are underpinned by a simple management/staff structure.

## Model: Staff Positions

### a) Administration (3)

- CEO (FT) – Reports to the Board. Usual functions of a CEO of a sport organisation including –
  - profile - communications and media relations (in time may become FT position)
  - fundraising – trust and business development (in time may become FT)
  - normal operating and administration functions
- Finance Officer\*(PT) – responsible for the management of the accounts, investment of funds and financial reports to management and the board. Reports to CEO. In time may become FT \*(data inputting may be done by Administration Officer).
- Administration Officer (FT) – responsible for the management of the administration and member services. Reports to CEO
- Administration support (PT) – general office functions and administration of coaching/development staff. Reports to Administration Officer

### b) Coaching & Development (3.0 – 4.0+) (plus Umpires and Officials)

- Regional Development Officers (1.5 = 1 x FT & 1 x PT) – responsible for coordinating and overseeing implementation of coaching programmes, umpire development, club capability and member services, plus normal RDO functions. Reports to CEO.
- Coach Assistants (2 – 4 - Contract/Vol = 1 - 2 FTE) – responsible for developing school hockey. Reports to RDO
- HP Coaching Director or HP Manager ( 5/Contract) - responsible for talent development and HP culture. Reports to CEO.
- Umpires – coordinated by RDO (and/or Advisory committee to CEO/management), responsible for programmes to increase number and quality of umpires. In time may become a paid position.

### c) Facilities (1.5)

- Facilities - Turf & pavilion caretaker (1 x FT); bar- (where applicable) (1 x PT) – paid staff, contract or volunteer. Oversight could be assigned to an advisory committee. Reports to CEO.

**Total core staff = 7.5 – 8.5**

**Note:** Several RAs suggested Marketing and Sponsorship should be part of the employment matrix. The Report does not support this. A key function of every RA is to raise funds. This ought to be one of the responsibilities of the CEO (if necessary, with advice from an advisory committee). As part of their skills set CEOs' ought to have knowledge about the various fundraising "markets" – sponsors, trusts, donors,

endowment funds and so on. Most marketing people do not have expertise in raising funds.

The Model is indicative and each RA will determine its specific staffing needs within the above parameters.

Details of staff position descriptions are in Attachment 5.

## 2.3 Staff Tasks

The main tasks are set out in the Model below.

### Model: Staff Tasks

- All staff will have current employment agreements and clear job descriptions and that annual performance appraisals are carried out
- All management and staff will be provided with mentoring and professional development/training opportunities
- The following will be provided annually
  - annual business plan and budget
  - annual report and financial statements to members and stakeholders
  - measurement of organisations/management performance against objectives/KPIs
  - strategic plan for annual review
- CEO will be responsible for ensuring the following reports are prepared and presented to the board in a timely manner
  - CEO and management reports
  - Financial reports – Income & Expenditure (financial performance), Balance Sheet (financial position), Investment Schedule, Cash Flow
  - Other reports as required by the board

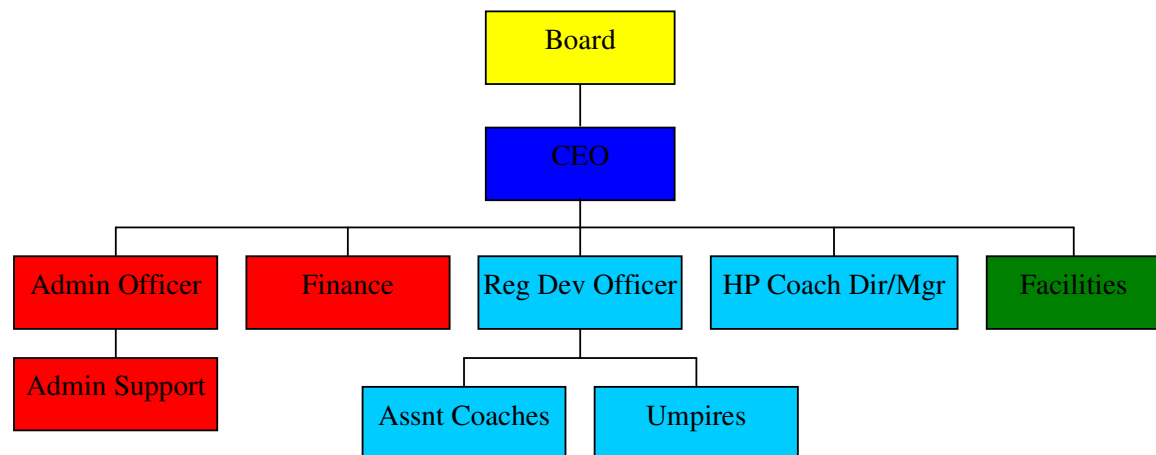
## 3. Office Resources

Each RA will have adequate office resources, equipment and processes and systems to enable staff to carry out their functions competently and professionally.

## 4. Organisational Structure

The management/staff structure ties in with the RA's three core functions – administration, coaching/development and facilities (Diagram 1).

Diagram 1: Organisational Structure



- = Administration
- = Coach/Development
- = Facilities

## 5. Training and Development - Players, Coaches and Umpires

Every RA advised they provide training and development for players, coaches, umpires and officials (one did not) as well as organise competitions, training camps and clinics and to a limited extent provide resources such as library and video material to clubs and schools (Survey Q 5.1).

Comments from a separate survey of clubs and schools supported this (a point noted in the 2005 Capability Report).

### Model: Training & Development

RAs will -

- Provide training, development & mentoring for:
  - Players and teams
  - Coaches
  - Umpires
  - Officials
- Organise and hold competitions (local and regional)
- Organise Clinics and training camps

- Provide resources e.g. library material, videos booklets etc
- Review their On Field services each year in consultation with clubs and schools
- Review will involve surveys of clubs and schools satisfaction including the range, delivery and timeliness of services from RAs and areas for improvement.

## 6. Member Services - RAs' Support for Clubs and Schools

Although RAs provide a full range of On Field services, similar support is not provided by them in terms of Off Field programmes and services. The RAs advised they do provide such support but comments from the surveyed clubs and schools and the consultations suggest this is only partly correct.

The Report notes that in order to have a relevant role in the future of hockey the RAs will have to consider new/additional ways of providing value for money. They will have to “reinvent” themselves and become providers/delivers of services for the On Field *as well as* the Off Field aspects of the sport. In effect successful RAs will have become “One Stop Shops” for clubs (and schools).

Improving the performance of clubs has to be one of the RAs main priorities. An example of this thinking is squash which has turned around declining membership following the retirement of Susan Devoy in the 1980s. Evidence of this is that membership has increased from 20,000 in 1990 to just under 30,000 in 2007.

***“One of Hockey NZ’s priorities is to strengthen Regional capability. Strengthening and sustaining the administrative base of Regional Associations is the key to the future of the sport. Paid administrators mobilise volunteers at both association and clubs levels. Associations must also see this as a priority.” Ramesh Patel, CEO, Hockey NZ.***

*Clubs operate in a highly competitive and contestable market. This means they have to work a lot harder at getting their share of a finite pool of members, funds, media profile and public support.*

Evidence suggests many, but not all, struggle to do it on their own. They need help by way of properly resourced and targeted support, especially administration, as illustrated in the Model below. Funds will need to be allocated for this.

### Model: Member Services

RAs will deliver appropriate advice and support on -

- Constitutions
- Governance best practice
- Administration
- Financial planning

- Training/professional development
- Best practice templates
- Strategic and business planning
- Facilities management – turfs & pavilions
- HR and IT
- Communications/media
- Event management
- Fund raising
- Trust applications
- Sponsorship proposals

**Note:** RA's need to utilise the services/resources of their local Regional Sports Trusts (RST) and Territorial Local Authorities (TLA).

## 7. Delivery of Services

All five RAs advised they are confident they can deliver a full flight of programmes, services, administration support and national office strategies and policies to clubs and schools (Survey, Q 9). The Report believes they can but it will be subject to their ability to access adequate resources.

*Hockey NZ needs to have a mechanism to access clubs, schools and the local community. The Report believes an improvement in regional administration capability and delivery of services to clubs is an essential part of this. The region's task of improving the overall capability of clubs is an essential prerequisite to raising their performance and establishing the platform for the future health and wellbeing of the sport nationwide.*

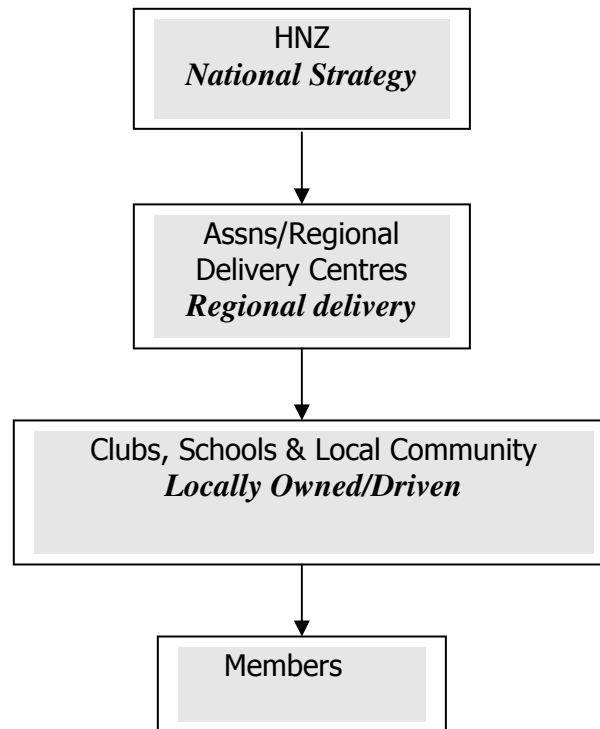
*Such a step is consistent with the "national strategy, regional delivery, locally owned and driven" philosophy in the 2005 Report (Diagram 2).*

### Model: Delivery Structure

The Report reaffirms the recommendation in the 2005 Report about restructuring the current 33 RA delivery Model by expanding the NHL system into 8 Regional Delivery Centres.

**Note:** In effect the above Model would create 8 mini national bodies. It does not mean the RAs will not be involved in the sport. What it does mean is that in time the administration and delivery of services would be assigned to a well resourced, more streamlined system run by professional managers and staff.

Diagram 2: Model Delivery Structure



## 8. Measuring Performance

The Survey (Q8) asked the RAs about measuring performance. 60% advised they do but to a limited extent only and it is mainly informal and unstructured. 40% do not conduct any formal performance measure/evaluation. This represents a big information gap that needs to be closed if it is to be of value to the RAs.

Ideally all of the performance measures outlined in the Model below should already be in place. In reality some of them will be. *Each RA needs to develop a plan/action list to introduce the following performance measures over a 12 – 24 month period.*

### Model: Measuring Performance

- To enable effective monitoring of the performance of clubs and schools each RA will put in place a minimum number of formal performance indicators to measure key On and Off Field activities
- The measuring will be done a minimum of at least once a season but more frequently if required
- The areas to be measured are -
  - Uptake and results of programmes/services delivered to clubs and schools
  - Satisfaction surveys of member clubs and schools
  - Improvement in membership numbers and player retention

- Improvement in club administration
- Improvement in player numbers and development
- Improvement in coach numbers and development
- Success rate of teams competing in tournaments
- Improvement in umpires and officials in the number, qualifications and quality of events they officiate at
- Other areas deemed relevant by the board and/or HNZ e.g. management of local, regional and national (and if applicable, international) events.

## 9. Facilities

To participate and be competitive a large RA must have adequate facilities. The primary ones are turfs and pavilions.

This section comments on current, 5 year projection and the Model requirements of a large size RA (survey Q 1).

### a) Turfs:

The current number of turfs is 25. Head Quarters is 12 turfs. 3 of 5 RAs own their turfs, the other 2 are owned by trusts. 4 of 5 RAs collectively generate \$1.2 million from turf and facility fees. One RA neither generates nor pays turf fees. No large RA uses sand or grass as its primary playing surface.

The number of turfs based on the 5 year forecast is 29, an increase of 4. By 2012 sand turfs (currently 7) will have been replaced by wet dressed\* and water turfs. There will be a 16% increase in the number of turfs making a total of 8 wet and 21 water (\* hereafter called wet).

Based on projected numbers the increase in the number of turfs will reduce the average number of players per turf from current 765 to approximately 728 – a reduction of 37 players per turf (5%). *This raises the point about ensuring the turfs are fully utilised, for example, by playing hockey all year round (and generating additional revenue as a result).*

**Note:** The player numbers per turf are significantly lower than the figures in the 2004 National Facilities Study which gives an average for the above RAs of 1099 per turf.

4:5 RAs employ/contract a person to service the turf.

**Note:** The Report notes -

- a) Turfs and pavilions are a major and expensive asset and maintaining them is a significant cost - it is imperative that player numbers and revenue potential be fully realised to pay for them.
- b) HNZ should be the authority on turf design and maintenance and be able to advise the RAs and clubs accordingly.

### b) Pavilion:

All 5 RA's have a pavilion at their HQ of which 3 are owned, 2 are leased.

4:5 RAs employ/contract a person to service them.

### c) Bars:

4:5 RA's operate a bar and employ/contract a person to service it.

#### **Note:**

1. The comment was made that the social environment of sport is as important as its playing and administration functions and that a pavilion with bar facilities is a standard feature of most RAs.

2. It is not anticipated the above numbers will change significantly.

### Model: Facilities - Number & Type of Turfs

Turfs		
○ Av per RA		6
• Sand		0
• Wet		1 - 2
• Water		4 - 5
○ HQ		2 - 3
Player per turf		
• Av		730
• Range		600 - 800

1. Turfs will meet a) the minimum domestic standard set by Hockey NZ and/or b) the international FIH standard.

A minimum maintenance programme and other requirements are set out in the National Facilities Strategy – Stage 1 Report.

RAs will ensure turf planning meets the requirements of the LTCCP (long term council community planning).

2. Pavilions will have adequate spectator capacity, access and parking, changing rooms for players and umpires, coach/reserves bench/box, medical facilities, media facilities, public facilities, bar and food outlets.

## 10. Number of Players, Coaches, Umpires, Officials & Clubs

### a) Players

The Survey projected an increase of 1990 (10.4%) registered players over the next 5 years from 19123 to 21115. This is consistent with the increase in the number of

players for 4 of the 5 RAs following the introduction of water turfs. Based on their population 10% increase in the number of players is considered by the Report to be realistic and attainable.

There is no absolute number of players at which a RA will become competitive but a minimum population of 200,000 indicates the size of the potential hockey/player “market” and is a reasonable indicator of a large RA’s ability to sustain itself competitively.

### Model: Number of Players

○ Total population*	2.2m
○ Total players	21,115
○ Ratio population per player	104
○ Players per RA	
• Av	4220
• Range	3850 – 4700
○ Number of Clubs	50
○ Players per club	420
○ Players per staff	200 - 360
Categories	
• Open	600 – 1300
• Secondary	1000 – 2150
• Primary	600 – 1200
• Mini	500 – 1350

\*\* Population is from the 2006 census.

The increase in the number of players will have flow on implications on resources and cost of administration, facilities, coaches, umpires and officials.

#### b) Coaches

The Survey projected a total increase of 110% (684) in the number of coaches for all 5 surveyed RAs of 110% (684) from 624 to 1308.

Even though every RA reported the need for a substantial lift in the number and qualifications of coaches at every level the Report believes 110% is over optimistic and unattainable. If this is not the case then it is assumed the larger RAs are grossly short of qualified coaches – the Report does not believe this is the case.

The Report accepts the case for an increase in the number and quality of coaches but it believes a more realistic projection is 20% – 30% as set out in the following table. 30% is used as the multiplier.

**Note:** One RA has a significantly greater number of coaches than the average for its size (it has 51% of the coaches of the five RAs surveyed). Because it would have created a statistical bias its data has been left out of this part of the Model. The number of coaches has been adjusted to reflect this.

## Model: Number of Coaches

○ Coaches per RA	
• Av	103
• Range	90 - 110
○ Av per club	8
○ Players per coach	
• Av	51
• Range	32 - 60
○ Categories	
• level 1	65 – 90
• level 2	20 – 40
• level 3/FIH	0 – 2

### c) Umpires

Umpires and technical officials are an integral part of the sport. The numbers in the Model reflect this. The projected increase in the number of umpires is 35%. This gives 300 umpires – an increase of 78.

The 35% increase is similar to the percentage increase in coaches. The Report believes this is realistic.

**Note:** A large RA has not been factored into this part of the Model as it represents 46% of the umpires in the RAs surveyed. This would have created statistical bias.

## Model: Number of Umpires

○ Umpires per RA	
• Av	75
• Range	47 - 104
○ Av per club	6
○ Players per umpire	
• Av	70
• Range	13 - 15
○ Categories	
• NG*	14 – 70
• Jnr	7 - 30
• level 1	5 - 22
• level 2	5 – 18
• Int/FIH	1 – 3

\*\* NG = not graded

#### d) Technical Officials:

The Survey projected an increase of 35% in the number of technical officials, from 57 to 75.

The Report accepts this as a fair reflection of the number required to meet the needs of the sport and to ensure HNZ maintains its international presence.

#### Model: Number of Officials

○ Officials per RA	
• Av	15
• Range	7 – 19
○ Categories	
• National	61
• Range per RA	5 - 15
• International	14
• Range per RA	2 - 4

#### e) Clubs

The Survey projected a 7% reduction in the average number of clubs from 13 per RA to 12. Of this, 4:5 project the number of clubs will drop by 1 – 2 per RA; one RA projects an increase of 2 clubs.

The Report questions the need for so many clubs in areas of high population and relatively short travel distance between them. It believes the number of clubs is high and should be reduced.

The Report believes a figure of 8 – 10 well matched, resourced and administered clubs per RA is better than a large number of ill matched, under resourced and poorly administered ones. For this reason the Report believes a figure of 50 clubs across all five RAs with an average of 400 – 500+ players per club is a realistic indicator.

To achieve this, the Report believes clubs need to seriously and actively look at their future. They need to reduce their number by merging/amalgamating where possible. They need to become more efficient. Declining membership, over worked volunteers and the cost of buying and maintaining facilities ought to be the impetus for this. The Report seriously questions the need for new clubs. The constitutional and legal cost, let alone the cost of infrastructure and facilities, does not justify their establishment cost.

#### Model: Number of Clubs

○ Clubs per RA	
• Av	9
• Range	8 – 10

- |                    |           |
|--------------------|-----------|
| ○ Players per club |           |
| • Av               | 420       |
| • Range            | 400 - 500 |

## 11. Financial

An analysis of the current and forecast financial accounts (Q 7) show that over the next 5 years the projected average income for large RAs will be between \$700,000 and \$1.3+ million per year against forecasted expenditure between \$600,000 and \$1.2+ million.

Of greater relevance is the percentage break out of income and expenditure. The Report recognises there are wide variations in dollar terms in the different income and cost centres between RAs but an analysis of the percentages highlights the main areas of similarities and differences.

An indicative breakout of the range of the average income and expenditure for a large RA follows.

## Model: Income & Expenditure (%)

<b>Income</b>	<b>% of total Income</b>
• Affiliation fees	17 – 20
• Facilities*	16 - 19
• Turf fees*	21 – 25
• Summer	3 - 5
• Rep teams	20 - 25
• Sponsorship	10 - 15
• Trusts	18 - 21
• Interest	3 - 4
• Sundry	7 - 10
<b>Expenditure</b>	<b>% of total Expenditure</b>
• Affiliation fees	11 - 14
• Administration	16 – 20
• High Performance	10 -15
• Coaching & Dev	10 – 15
• Facilities (owned)*	15 – 22
• Facilities (leased)*	10 -15
• Rep teams	25 -30
• Sundry	2 - 5
<b>Income over Expenditure</b>	<b>5 - 10</b>
<b>Reserves</b>	<b>2.5 - 3</b>

\*Where applicable i.e. not all RAs own facilities & turfs. This point needs to be factored into the Model for the RAs concerned.

**Note:** The Report believes sponsorship, coaching and development and HP are currently under funded. This has been factored into the Model.

## Section 2

### Medium Size Regional Association Model

Medium size RAs are defined as between 1000 – 3000. It is accepted there may be some RAs that are marginally either side of this range.

Seven Regional Associations were involved: Northland, Tauranga, Manawatu, Hawkes Bay, Wairarapa, Otago and Southland (Invercargill). Currently they represent 12,722 registered players at an average of 1817 per RA with an average income of \$389,000 and expenses of \$357,000.

The numbers form the base line for the 5 year projections/forecast that in turn forms the basis of the Models in the Report.

The Model is made up of the seven areas referred to on page 4, an analysis of current and projected data (extrapolated and/or assumptions factored in as appropriate). They are summarised at the beginning of the performance indicators for each of the Models. (RA) plus other sports and appropriate business sector data.

The Models give the recommended optimal resources required to service a specific membership growth target. They enable each RA to measure and benchmark themselves across standard baseline data. They create a platform for future Modelling.

The Report notes that medium size RAs are the most difficult to Model insofar they are neither large and therefore do not have the critical mass and the resources to become “full service” organisations, nor are they small enough to downsize to become “non full service” organisations. In short they are effectively in “no man’s land” – neither big nor small but with the expectation from members that they will get a full range of service and programmes but without the resources to deliver them.

#### 1. Governance

This relates to Survey Questions (Q) 2, 3 & 4.

##### 1.1 Board

**a) Structure:** All seven are incorporated societies and are governed by a board.

**b) Number:** The number of board members ranges from 6 – 9 with an average of 7. There are no independent (external) board members. Boards’ performance can be improved through appointing/co – opting skilled external (non club) people, especially in situations where the board may lack the requisite skills.

**c) Skills:** 3 RAs indicated the skill level of the board is sufficient to meet the organisation’s immediate needs. Two RAs indicated they are reviewing the

make up of their board to improve their skills set and to bring external people (i.e. non club delegates) onto the board.

Looking ahead, the skills required to meet the changing sport and organisational environment were identified as business, HR, financial, marketing, media, governance and information, communications technology (ICT).

**Note:** The core skills required by sport organisations in the future will still be the same as they are today. However different skills will also be required. Attachment 4 sets out an indicative list of skills relevant to a medium RA.

**d) Role and responsibilities:** There was a reasonable level of understanding about the roles and responsibilities of a board in terms of the obvious requirements such as strategic planning. Areas of weakness were performance reviews, professional development/training, monitoring the organisation/s performance, QA/oversight, lack of a board work agenda and roles and responsibilities of boards vs. staff.

**e) Capability:** 1 of 7 RAs has undertaken a capability review in the last three years. Capability reviews should conduct every 3 - 5 years.

## Model: Governance Structure

- Each medium RA will have a formally constituted governance board with a balance of skills and experience (refer Attachment 4)
- The board should comprise 6 - 8 directors with an appropriate ratio (1 -2) being independent (i.e. non club)
- The Chair works with the Executive Director (ED) between meetings whilst ensuring the agenda for each meeting includes all business to be discussed
- The board will monitor the use of resources, strategic plan achievements, major transactions, financial performance, budget achievements, ED performance and risk assessment
- It will review the strategic plan annually
- The board will provide leadership and acts in a mentoring capacity for the ED as needed
- It will establish appropriate policies and processes
- The board will ensure there is an effective constitution in place
- It will report regularly to members and stakeholders on its performance
- The board's functions may be supplemented by the use of suitably qualified *standing* committees such as an Audit committee
- Each RA will provide professional development/training for board members
- It will evaluate its performance annually

## 1.2 Committees

The number and type of committees used by the medium RAs varied widely.

### a) Standing committees

- Current: total = 16, range = 0 – 6 per RA, average = 2.3 per RA
- 5 years: total = 11, range = 0 – 6 per RA, average = 1.6 per RA

Comment: There are too many Standing Committees - i.e. committees that are governance related and report directly to the board. Best practice is there should be a small number of such committees whose task is to report to the board on specific governance (as opposed to operational) matters like audit and ED remuneration.

### Model: Standing Committees

The board's functions can be supplemented by the use of suitably qualified *standing* committees such as an Audit committee. Management functions can be supplemented by appropriate *advisory* committees.

The number of standing committees will be minimal (1 - 2) with provision for audit and ED remuneration.

All committees will have clear term of reference that includes Reporting lines and limits to their authority and life.

### b) Advisory committees

- Current: total = 12, range = 0 – 4 per RA, average = 1.7 per RA
- 5 years: total = 13, range = 0 – 8 per RA, average = 1.9 per RA (the survey showed three RAs with no committees).

### Model: Advisory Committees

Advisory committees work with management on specific operational issues, for example tournaments, turfs, representative teams, marketing, HR, IT and report directly to the ED. They report directly to the ED. Their reports generally forms part of the ED's board report.

The number of advisory committees will reflect the areas where the ED needs external advice/input.

All committees will have clear term of reference that includes reporting lines and limits to their authority and life.

## 2. Staff

This relates to Q 4 & 5

### 2.1 Staff Functions

RA staff is classified into three groups –

- a) Administration – this includes the ED, administration support and finance
- b) Coaching and development/high performance - includes players, coaches, umpires and officials\*
- c) Facilities include turf, pavilion and bar.

\* Depending on the size of the RA, coaching and development and HP functions may be combined.

Within this group are -

- Paid staff – full, part time and contract
- Quasi paid “staff” generally, but not always, the secretary and treasurer who are paid an honorarium
- Unpaid volunteers.

The Report’s focus is paid staff and they are expressed as Full Time Equivalents (FTE). For reasons of consistency 2 part time (PT) staff equal 1 FTE.

Each RA will ensure there is a suitable staffing structure in place, approved by the board, to enable it to function effectively.

This will mean as the RAs gear up their resources to accommodate the projected growth in membership and to achieve operational and administration efficiencies, greater emphasis will be placed on employing professional staff. Volunteers will continued to be used but in the areas where their contribution creates the greatest value for the organisation.

### 2.2 Staff Positions

Each RA will have full and part time staff capable of meeting the RA’s core administration, coaching, development and high performance and facilities requirements and who are capable of delivering services to members against results based performance measures.

The staff’s functions may be supplemented by the use of suitably qualified *advisory* committees and volunteers.

The staff positions are underpinned by a simple management/staff structure.

**Note:** The Model is indicative and each RA will determine its specific staffing needs within the above parameters. Details are in Attachment 5.

## Model: Staff Positions

### a) Administration (2.5)

- Executive Director\* (FT) – Reports to the Board. Usual functions of an ED of a medium size sport organisation including –
  - profile - communications and media relations
  - fundraising – trust and business development
  - normal operating and administration functions
- Finance (PT) – responsible for the management of the accounts, investment of funds and financial reports to management and the board. Reports to ED (in time may become FT position). Inputting may be done by Admin Officer
- Administration Officer (FT) – responsible for the management of the administration (in time may have administration support to assist with general office and coaching/development staff administration). Reports to ED

\* ED may also be called CEO

### c) Coaching and Development (2.5 – 3.0) (plus Umpires and Officials)

- Regional Development Officer (FT) – responsible for coordinating and overseeing implementation of coaching programmes, umpire development, club capability plus normal RDO functions. Reports to ED.
- Coach Assistants (2 - 3 Contract/Vol = 1 – 1.5 FTE) – responsible for developing school hockey. Reports to RDO.
- HP Coaching Director or HP Manager (PT/Vol = .5) – responsible for talent development and HP culture. Reports to ED
- Umpires and Officials – coordinated by RDO (and/or an Advisory committee to ED), responsible for programmes to increase number and quality of umpires. In time may be replaced by a PT position.

### d) Facilities (1.5)

- Facilities – Turf, pavilion caretaker (1 X FT) and bar- (where applicable) (1 X PT) – caretaker – paid PT, contract or volunteer. Oversight could be assigned to an advisory committee. Reports to ED.

**Total core staff = 6.5 – 7FTE**

**Note:** Several RAs suggested Marketing and Sponsorship should be part of the employment matrix. The Report does not support this. A key function of every RA is to raise funds.

This ought to be one of the responsibilities of the ED (if necessary, with advice from an advisory committee). As part of their skills set EDs ought to have knowledge about the various fundraising "markets" – sponsors, trusts, donors, endowment funds and so on. Most marketing people do not have expertise in raising funds.

## 2.3 Staff Tasks

The main tasks are set out in the Model below.

### Model: Staff Tasks

- All staff will have current employment agreements and clear job descriptions and that annual performance appraisals are carried out
- All management and staff will be provided with mentoring and professional development/training opportunities
- The following will be provided annually
  - annual business plan and budget
  - annual report and financial statements to members and stakeholders
  - measurement of organisations/management performance against objectives/KPIs
  - strategic plan for annual review
- ED will be responsible for ensuring the following reports are prepared and presented to the board in a timely manner
  - ED and management reports
  - Financial reports – Income & Expenditure (financial performance), Balance Sheet (financial position), Investment Schedule, Cash Flow
  - Other reports as required by the board

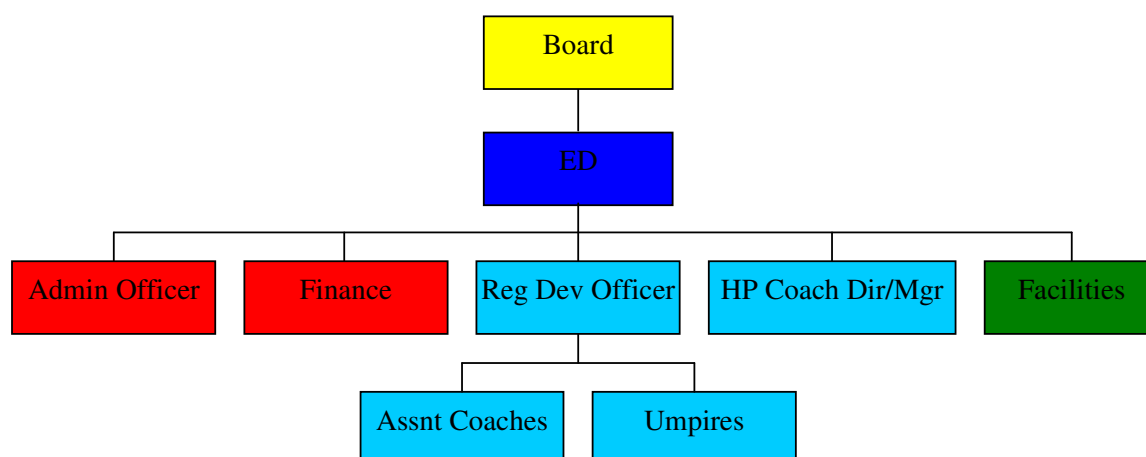
## 3. Office Resources

Each RA will have adequate office resources, equipment and processes/systems to enable staff and volunteers to carry out their functions competently and professionally.

## 4. Organisational Structure

The management/staff structure ties in with the RA's three core functions – administration, coaching/development and facilities (Diagram 1).

Diagram 1: Governance, Management/Staff Structure



- = Administration
- = Coach/Development
- = Facilities

## 5. Training and Development - Players, Coaches and Umpires

As with the large RAs, the medium ones advised they provide training and development for players, coaches (6:7), umpires and officials (4:7) as well as organise competitions, training camps and clinics and to a limited extent resources such as library and video material to clubs and schools (Survey Q 5.1).

Comments from a separate survey of clubs and schools tend to support this (as noted in the 2005 Capability Report).

### Model: Training & Development

RAs will

- Provide training, development & mentoring for -
  - Players
  - Coaches
  - Umpires
  - Officials
- Organise and hold competitions (local and regional)
- Organise Clinics and training camps
- Provide resources e.g. library material, videos booklets etc

- Review their On Field services each year in consultation with clubs and schools
- Review will involve surveys of clubs/schools satisfaction with the range, delivery and timeliness of services from RAs and areas for improvement.

## 6. Member Services - RAs' Support for Clubs and Schools

Although the RAs surveyed provide a full range of On Field services, similar support is not provided by them in terms of Off Field programmes and services. The RAs advised they do provide such support but comments from the surveyed clubs and schools and the consultations suggest this is only partly correct.

The Report notes that in order to have a relevant role in the future of hockey the RAs will have to consider new/additional ways of providing value for money. They will have to “reinvent” themselves and become providers/delivers of services for the On Field as well as the Off Field aspects of the sport. As with large RAs, successful medium size RAs will become “One Stop Shops” for clubs and schools.

Improving the performance of clubs has to be one of the RAs main priorities. An example of this thinking is squash which is managing to turn around declining membership following the retirement of Susan Devoy in the 1980s from 20,000 in 1990's to 30,000 in 2007.

*“One of Hockey NZ's priorities is to strengthen Regional capability. Strengthening and sustaining the administrative base of Regional Associations is the key to the future of the sport. Paid administrators mobilise volunteers at both association and clubs levels. Associations must also see this as a priority.” Ramesh Patel, CEO, Hockey NZ.*

*Clubs operate in a highly competitive and contestable market. This means they have to work a lot harder at getting their share of a finite pool of members, funds, media profile and public support.*

Evidence suggests many, but not all, struggle to do it on their own. They need help by way of properly resourced and targeted support, especially administration. As seen in the Model below. It is important to ensure funds are allocated for this.

### Model: Member Services

RAs will deliver appropriate advice and support on -

- Constitutions
- Governance best practice
- Administration
- Financial planning
- Training/professional development
- Best practice templates
- Strategic and business planning

- Facilities management – turfs & pavilions
- HR and IT
- Communications/media
- Event management
- Fund raising
- Trust applications
- Sponsorship proposals.

**Note:** RA's need to utilise the services /resources of their local Regional Sports Trusts (RST) and Territorial Local Authorities (TLA).

## 7. Delivery of Services

Five of 7 RAs advised they are confident they can deliver a full flight of programmes, services, administration support and national office strategies and policies to clubs and schools (Survey, Q 9). The Report believes they can but it will be conditional on their ability to access adequate resources to do the job properly.

This is not the case for all RAs. Currently it is well beyond the reach of many of the medium size ones.

*Hockey NZ needs to have a mechanism to access clubs, schools and the local community. The Report believes an improvement in regional administration capability and delivery of services to clubs is an essential part of this. The region's task of improving the overall capability of clubs is an essential prerequisite to raising their performance and establishing the platform for the future health and wellbeing of the sport nationwide.*

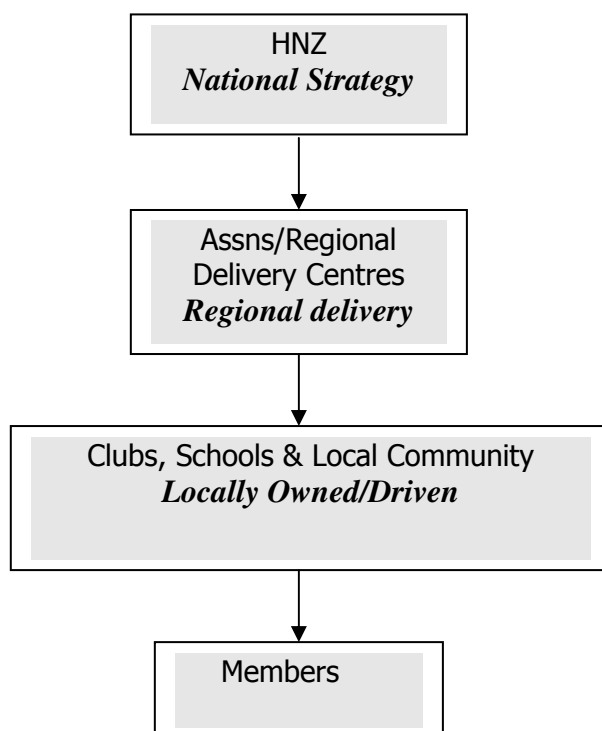
*Such a step is consistent with the "national strategy, regional delivery, locally owned and driven" philosophy in the 2005 Report (Diagram 2).*

### Model: Delivery Structure

The Report reaffirms the recommendation in the 2005 Report about improving the current 32 RA delivery Model by expanding the NHL into 8 Regional Delivery Centres.

**Note:** in effect the above Model would create 8 mini national bodies. It does not mean the RAs will not be involved in the sport. What it does mean is that in time the administration and delivery of services would be assignment to a well resourced, more streamlined system run by qualified professional managers and staff.

Diagram 2: Model Delivery Structure



## 8 Measuring Performance

The Survey (Q8) asked the RAs about measuring performance. 50% advised they do but to a limited extent only and it is mainly informal and unstructured. 50% do not conduct any formal performance measure/evaluation. This represents a significant information gap that needs to be closed if it is to be of value to the RAs.

Ideally all of the performance measures outlined in the Model below should already be in place. In reality some of them will be. *Each RA needs to develop a plan/action list to introduce the following performance measures over a 12 – 24 month period.*

### Model: Measuring Performance

- To enable effective monitoring of the performance of clubs and schools each RA will put in place a minimum number formal performance indicators to measure key On and Off Field activities
- The measuring will be done a minimum of at least once a season but more frequently if required
- The areas to be measured are
  - Uptake and results of programmes/services delivered to clubs and schools
  - Satisfaction surveys of member clubs and schools

- Improvement in membership numbers and player retention
- Improvement in club administration
- Improvement in player numbers and development
- Improvement in coach numbers and development
- Success rate of teams competing in tournaments
- Improvement in umpires and officials in the number, qualifications and quality of events they officiate at
- Other areas deemed relevant by the board and/or HNZ e.g. management of local, regional and national (and if applicable, international) events.

## 9. Facilities

To participate and be competitive RAs must have adequate facilities. The primary ones are turfs and pavilions.

This section comments on current, 5 year projection and the Model requirements of a medium size RA (survey Q 1).

### a) Turfs:

The current number of turfs is 14. Head Quarters is 13 turfs. 5 of 7 RAs own their turfs, the other 2 are owned by trusts. Nearly all of them have access to extra turfs (schools) and grass facilities. The RAs collectively generate over \$736,000 from turf fees.

5 year forecast is 21 turfs. It is projected by 2012 sand turfs will have been virtually replaced by wet and water turfs. Overall the number of turfs will increase by 7 (50%). Of this 1 is sand (current = 4), 5 is wet (2), and 15 is water (8). The biggest increase is water turfs. This will incur a significant financial outlay.

The Report questions the need for (almost) double the number of water turfs particularly given the projected increase in players is a modest but realistic 655 (5%) - from current 12722 to 13377.

*The Report believes a more realistic figure is 1 sand, 5 wet and 11 water, making a total of 17 turfs.*

17 turfs will reduce the number of players per turf from current 909 to 787. This is a substantial reduction of 122 players per turf (13%). *This raises the point about ensuring the turfs are fully utilised, for example, by playing hockey all year round and generating additional revenue as a consequence.*

**Note:** The player numbers per turf are significantly lower than the figures in the 2004 National Facilities Study which gives an average for the above RAs of 1043 per turf.

### b) Pavilion:

All 7 RA's have a pavilion at their HQ of which 5 are owned, 1 is hired and 1 leased.

3: 7 RAs employ/contract/volunteer a person to service them.\*

**c) Bars:**

6:7 RA's operate a bar and employ/contract/volunteer a person to service it\*.

\* It is not anticipated these numbers will change significantly.

### Model: Facilities - Number & Type of Turfs

**Turfs**

○ Av per RA	2
• Sand	0 - 1
• Wet	1 - 2
• Water	1 - 3
○ HQ	1 - 2
<b>Player per turf</b>	
• Av	790
• Range	450 - 900

1. Turfs will meet a) the minimum domestic standard set by Hockey NZ and/or b) the international FIH standard.

A minimum maintenance programme and other requirements are set out in the National Facilities Strategy – Stage 1 Report.

RAs will ensure turf planning meets the requirements of the LTCCP (long term community council planning).

2. Pavilions will have adequate spectator capacity, access and parking and changing rooms for players and umpires. They may include coach/reserves bench/box, medical facilities, public facilities, bar and food outlets.

## 10. Number of Players, Coaches, Umpires, Officials & Clubs

**a) Players**

The survey projected an increase of 665 (5.1%) in registered players over the next 5 years (from 12722 to 13377). This is less than the larger RAs (10.4%) but given the fluctuations in the membership of the medium size RAs over the last five years and their lower population base (and thus a general lack of opportunity in most regions to grow their membership at the same rate as the larger RAs), the Report believes 5% is realistic.

There is no absolute number of players at which a RA will become competitive but a minimum population of 100,000 indicates the size of the potential hockey/player "market" and is a reasonable indicator of a medium size RA's ability to sustain itself competitively.

## Model: Number of Players

○ Total population*	878,300
○ Total players	13,377
○ Ratio population per player	66
○ Players per RA	
• Av	1910
• Range	1400 - 2300
○ Number of clubs	
○ Players per club	139
○ Players per staff	
• Av	380
• Range	270 - 380
Categories	
• Open	300 – 700
• Secondary	450 – 1100
• Primary	380 – 800
• Mini	300 – 750

\*\* Population is from the 2006 census.

The increase in the number of players will have flow on implications on resources and cost of administration, facilities, coaches, umpires and officials.

### b) Coaches

As opposed to the 5.1% increase in the number of players the survey projected an increase of 80% (241) in the number of coaches (from 309 to 550).

As with the large RAs even though they advised of the need for a substantial lift in the number and qualifications of coaches at every level, the Report believes 80% is over optimistic, not consistent with the increase in player numbers and not realistic. As with the large RAs, if this is not correct then it is assumed the medium size RAs are also grossly short of qualified coaches – the Report does not believe this is not the case.

The Report accepts the case for an increase in the number and quality of coaches but it believes a more realistic projection is 25% - 30% increase as set out in the following table. For this Report 25% is used as the multiplier. This increases the number of coaches by 77, from 309 to 386 over the five years.

## Model: Number of Coaches

○ Coaches per RA	
• Av	55
• Range	29 -105
○ Av per club	4
○ Players per coach	
• Av	35
• Range	20 -60
○ Categories	
• level 1	13 – 82
• level 2	5 – 23
• level 3/FIH	0 – 2

### c) Umpires

Umpires and technical officials are an integral part of the sport. The numbers in the model reflect this.

The percentage increase in the number of umpires is projected to be 49%, an increase of 144 from 294 to 438. For the same reason as coaches the Report believes this is too optimistic and that 25% is more realistic and attainable. This increases the number of umpires by 74, for a total of 368 umpires.

## Model: Number of Umpires

○ Umpires per RA	
• Av	53
• Range	31 - 76
○ Av per club	4
○ Players per umpire	
• Av	36
• Range	18 - 67
○ Categories	
• NG*	8 – 52
• Jnr	4 - 13
• level 1	3 – 16
• level 2	2 – 10
• Int/FIH	0 - 3

\*\* NG = not graded

#### d) Technical Officials:

The survey projected a 129% increase in the number of technical officials (from 21 to 48). Of these, national officials increased by 24 (18 to 42 = 133%) and international doubled from 3 to 6. The Report believes this is unrealistic. Consistent with the percentage increase in coaches and umpires the Report has adjusted the number by 25%. This increases the number of technical officials by 5, from 21 to 26, of which 4 are national and 1 is international.

The Report accepts this as a fair reflection of the number required to meet the needs of the sport nationally and to ensure HNZ maintains its international presence.

#### Model: Number of Officials

○ Officials per RA	
• Av	4
• Range	0 – 8
○ Categories	
• National	22
• Range per RA	1 - 6
• International	1
• Range per RA	0 - 1

#### e) Clubs

The survey projected the number of clubs would grow from by 9 (9%), from 96 to 105. This is unusual and goes against the trend of the other two categories of RAs and sport in general.

The reasons given for the increase are -

- an expected increase in schools teams
- the possibility of a unit from one of the defence forces fielding one or more teams
- new residential areas being opened up
- the possible rejuvenation of moribund clubs.

This has to be balanced against the likelihood that any increase in player numbers will probably be the result of initiatives by existing clubs and schools rather than new hockey areas being opened up.

To achieve this, the Report believes clubs need to seriously and actively look at their future. They need to reduce their numbers by merging/amalgamating where possible. They need to become more efficient. Declining membership, over worked volunteers and the cost of buying and maintaining facilities ought to be the impetus for this. The Report seriously questions the need for new clubs. The constitutional and legal cost, let alone the cost of infrastructure and facilities does not justify their establishment cost.

The Report believes a fewer number of well marched, resourced and administered clubs will benefit the development of hockey than a larger number of ill matched, under resourced and poorly administered clubs.

For purposes of this Model the Report proposes that it be based on 96 clubs with the rider that -

- a) No new clubs be established
- b) Current 96 be regarded as maximum
- c) A strategy to be developed to reduce it to under 90.

### Model: Number of Clubs

○ Clubs per RA	
• Av	14
• Range	4 – 33
○ Players per club	
• Av	140
• Range	63 – 459*

\*The range is a reflection of the significant disparity in the number of players and clubs between medium size RAs.

## 11. Financial

An analysis of the financial accounts, current and forecast (Q 7) show that over the next 5 years the projected average income for medium size RAs will be between \$500,000 - - \$650,000 per year against forecasted expenditure between \$450,000 and \$600,000.

Of greater relevance is the percentage break out of income and expenditure. The Report recognises there are wide variations in dollar terms in the different income and cost centres between RAs but an analysis of the percentages highlights the main areas of similarities and differences.

An indicative breakout of the range of the average income and expenditure for a medium RA follows.

## Model: Income & Expenditure (%)

<b>Income</b>	<b>% Range of total Income</b>
• Affiliation fees	15 – 20
• Facilities	2 -5
• Turf fees*	20 - 25
• Summer	4 - 5
• Rep teams	24 - 30
• Sponsorship	10 – 15
• Trusts	13 - 20
• Interest	1 - 2
• Sundry	2 - 3
<b>Expenditure</b>	<b>% Range of total Expenditure</b>
• Affiliation fees	6 - 10
• Administration	20 – 30
• High Performance	10 - 15
• Coaching & Dev	10 - 15
• Facilities (owned)*	20 – 25
• Facilities (leased)*	10 - 25
• Rep teams	35 - 45
• Sundry	2 - 5
<b>Income over Expenditure</b>	<b>5 - 10</b>
<b>Reserves</b>	<b>2.5 - 5</b>

\* Where applicable i.e. not all RAs own facilities & turfs. This point needs to be factored into the Model for the RAs concerned.

**Note:** The Report believes sponsorship, HP/coaching and development are under funded. This has been factored into the Model.

## Section 3

### Small Regional Association Model

Small RAs are defined as associations with membership under 1000.

Four Regional Associations were involved in the project: North Otago, West Coast, Taranaki and Wanganui. Currently they represent an average of 668 of registered players per RA and an average income of \$134,000 per RA against expenses of \$116,000 per RA.

These numbers represent the present situation. The numbers form the baseline for the 5 year projections that in turn form the basis of the Model in the Report.

The Model is made up of 7 areas referred to on page 4 and is based on an analysis of current and projected data (extrapolated and/or assumptions factored in as appropriate). They are summarised at the beginning of the performance indicators for each of the Models.

The Models give the optimal resources required to service a specific membership growth target. They enable each RA to measure and benchmark their performance across standard baseline data. They create a platform for future Modelling.

#### 1. Governance

This relates to Survey Questions (Q) 2, 3 & 4.

##### 1.1 Executive/Management Committee

**a) Structure:** All four RAs are incorporated societies and are governed by an elected committee known as an executive and/or a management committee.

**b) Number:** The number of committee members range from 6 – 15 with an average of 8. There are no independent (external) committee members.

**Note:** The Report notes small RAs are aware of their governance responsibilities but they balance this against the reality of small membership, virtually no paid staff and an almost complete reliance on volunteers.

The Report does not suggest committees are the best governance Model. They are not. But in practical terms they are the most appropriate for the size and resources of a small RA. Although they are operationally focused this does not abrogate them from the need to practice good governance, management and administration where practical.

The optimum number of an executive/management committee is the same as boards - approximately 6 – 8 although they may be greater to accommodate the politics of

regional, club and sector representation such as youth, umpire, coach and club interests.

**c) Skills:** 3 of 4 RAs indicated the skill level of the committee is sufficient to meet the organisation's immediate needs.

**Note:** In terms of skills, where practical the committee's skills ought to be similar to a governing board. That is, planning, financial management, communications and all the other core skills required by sport organisations. Looking to the future, different skills will also be required. Attachment 4 sets out an indicative list of skills for small RAs to consider.

A small RA is likely to have only limited resources but a way of improving its skills is through professional development and training. There is no reason why small RA's should not provide for this. There are a number of organisations that can do this for them. It is suggested the local Regional Sports Trust (RST) is a useful starting point.

**d) Role and responsibilities:** There was a reasonable level of understanding about the roles and responsibilities of an executive/management committee. It is accepted they are operationally focused but the Report suggests time also needs to be spent on "bigger picture" strategic issues.

**e) Capability:** 2 of 4 RAs advised they have undertaken a capability review in the last three years. The quality and the extent of the review is not known. Capability reviews should be conducted every 3 - 5 years by every RA.

### Model: Governance Structure

- Each small RA will have a formally constituted governance structure (preferably a board, more likely an executive/management committee), with a balance of skills and experience
- The optimum number of an executive/management committee is 6 – 8 elected of which 1 – 2 are external/co opted (i.e. non club). This may be varied to accommodate the realities of small size RAs
- The committee Chair will work with the executive officer (refer next section about staff) between meetings whilst ensuring the agenda for each meeting includes all business to be discussed
- The committee will monitor the use of resources, strategic and business plan targets, major transactions (e.g. purchase/upgrade of turfs), financial performance and the EO's performance
- The committee will establish appropriate policies and processes
- It will ensure there is an effective constitution in place
- It will report regularly to members and stakeholders on its performance
- It will evaluate its performance annually.

## 1.2 Committees

Small and many medium size RAs rely on committees. They are an integral part of their structure and they have a purpose - to act in lieu of paid staff to do the many tasks needed to run a RA and to service member clubs, schools and the local community and because they add a level of expertise to the decision making process.

Thus it is highly unlikely that small RAs will make a distinction between the two types of committees mentioned below. Even so they are included for future reference.

### a) Standing committees

- Current: total = 9, range = 1 – 4 per RA, average = 2.2 per RA
- 5 years :total = 12, range = 1 – 5 per RA, average = 3.0 per RA

The Report notes the increase in the number of “standing” committees and questions the need for this.

#### Model: Standing Committees

The executive/management committee functions can be supplemented by the use of suitably qualified *standing* committees such as audit and finance committee. Their functions can be supplemented by appropriate operational *advisory* committees.

The number of standing committees will be minimal (1 - 2).

All committees will have clear term of reference that includes reporting lines and limits to their authority and life.

### b) Advisory committees

- Current: total = 3 – one RA has 3, the others have none
- 5 years: total = 8, range = 0 – 4 per RA, average = 2.0 per RA

#### Model: Advisory Committees

Advisory committees work on the operational functions of the organisation, generally with paid staff on specific operational issues, for example tournaments, turfs, representative teams, marketing, HR, IT. They generally report directly to the executive/management committee

The number of advisory committees will reflect the areas where the staff and/or the executive/management committee need external advice/input.

All committees will have clear term of reference that includes reporting lines and limits to their authority and life.

## 2. Staff

This relates to Q 4 & 5

### 2.1 Staff Functions

RA staff is classified into three groups –

- a) Administration – generally involves the honorary secretary and treasurer
- b) Coaching and development (may include high performance, umpires and officials)
- c) Facilities – includes turf, pavilion/club room and bar.

Within this group there are

- Paid staff – full and part time and contract
- Quasi paid “staff” generally, but not always, the secretary and treasurer who are paid an honorarium
- Unpaid volunteers.

**Note:** The Report’s focus for large and medium size RAs is paid staff and they are expressed as Full Time Equivalents (FTE). For reasons of consistency 2 part time (PT) staff equal 1 FTE.

For smaller RAs they ought to focus on creating a professional administration structure based on a full or part time executive/officer position. The reason for this is to improve their administration standards and to create a single accountable administration function. This can be done by combining and widening the functions of the paid treasurer and the secretary.

Each RA will ensure there is a suitable staffing or volunteer structure in place, approved by the board/committee, to enable the RA to function effectively.

This will mean as the RAs gear up their resources to accommodate the projected growth in membership greater emphasis will be placed on employing FT and/or PT professional staff. Their role is not to replace volunteers but to coordinate them to achieve greater operational efficiencies.

## 2.2 Staff Positions

in time each small RA ought to aim for a core group of paid (full or part time) staff and/or volunteers to run its core administration, coaching and development and facilities requirements and who should be capable of delivering services to members against results based performance measures.

The staff/volunteer functions will be supplemented by the use of suitably qualified volunteer committees.

The staff positions outlined below is indicative and is expressed as Full Time Equivalent (FTE) unless specified otherwise.

### Model: Staff Positions

#### a) Administration (0.5 – 1.0)

- Executive Officer – (EO\* - F/PT) – works with and reports to the Executive/Management Committee, responsible for the administration of the office, day to day finances, competition programme, coaching/development administration, some fundraising
- Administration support (Volunteer) – assist general office and coaching/development administration. Reports to Executive Officer
- Finance - sub committee – Assist Executive Officer to prepare budgets and financial reports, liaise with external auditors. Reports to Executive/Management Committee

\* EO is one step down from an ED

#### b) Coaching and Development (0.5) (plus Umpires and Officials)

- Coach/Regional Development Officer (PT/Contract) - responsible for player and coach development and high performance programmes, management of volunteer/contract coaching assistants to conduct coaching programmes and assist/oversee coaching and development programme implementation by clubs/schools. Reports to Executive/Management Committee
- Coach assistants – (Volunteers). Report to RDO
- Umpires - sub committee to coordinate umpire roster, increase number and quality of umpires and technical officials. Reports to Executive/Management Committee

#### c) Facilities (0.5 - 1)

- Facilities - Turf & pavilion caretaker (1 X PT) and bar- (where applicable) (1 X PT). Alternatively the above could be contract or volunteer. Reports to Executive/Management Committee

**Total core staff = 1.5 – 2.5+ FTE**

The Model is indicative and each RA will need to determine its own staffing needs within the above parameters. Details about staff positions are in Attachment 5.

## 2.3 Staff Tasks

The main tasks are set out in the Model below. They follow similar lines as the medium and large RAs. *The reason for this is to create uniform best practice standards across every RA, regardless of its size.*

### Model: Staff Tasks

- Staff will have current employment agreements and annual performance appraisals are carried out.
- Staff, key volunteer positions and sub committees will have clear job descriptions
- The following will be provided annually
  - annual business plan and budget
  - annual report and financial statements to members and stakeholders
  - measurement of organisations performance against objectives/KPIs
  - strategic plan for annual review
- EO will be responsible for ensuring the following reports are prepared and presented to the Executive/Management Committee in a timely manner
  - EO reports
  - Financial reports – Income & Expenditure (financial performance), Balance Sheet (financial position), Investment Schedule, Cash Flow
  - Other reports as required by the Executive/ Management Committee.

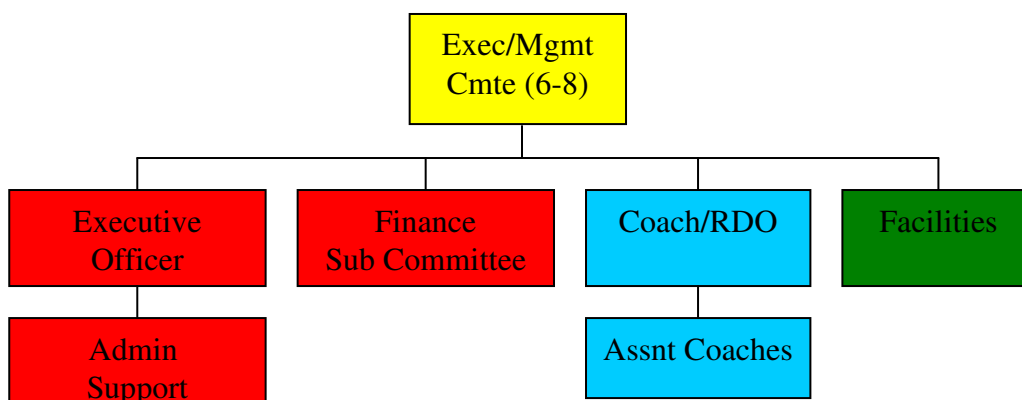
## 3. Office Resources

Each RA will have adequate office resources, equipment and processes/systems to enable staff and volunteers to carry out their functions competently and professionally.

## 4. Organisational Structure

The governance//staff/volunteer structure will be simple with each of the RA's three core functions – administration, coaching/development and facilities - clearly delineated (Diagram 1).

Diagram 1: Model: Executive/Management Committee, Staff & Volunteer Structure



- = Administration
- = Coach/Development
- = Facilities

## 5. Training and Development - Players, Coaches and Umpires

As with the other RAs, 3:4 small ones advised they provide training and development for players, coaches (3:4), umpires and officials (4:7) as well as organise competitions, training camps and clinics and to a limited extent resources such as library and video material to clubs and schools (Survey Q 5.1).

Comments from a separate survey of clubs and schools tend to support this (as noted in the 2005 Capability Report).

### Model: Training & Development

RAs will

- Provide training, development & mentoring for:
  - Players
  - Coaches
  - Umpires
  - Officials
- Organise and hold competitions (local and regional)
- Organise Clinics and training camps
- Provide resources e.g. library material, videos booklets etc

- Review their On Field services each year in consultation with clubs and schools
- Review will involve surveys of clubs/schools satisfaction with the range, delivery and timeliness of services from RAs and areas for improvement

## 6. Member Services - RAs' Support for Clubs and Schools

Although most of the small RAs provide a full range of On Field services similar support is not provided in the Off Field programmes and services (Q 6). The result from the RAs surveyed was mixed with some providing a reasonable range of support while others do not.

This is backed up in the 2005 Capability review, comments from the surveyed clubs and schools and the consultations. Even in instances where an RA advised it does provide support often it was minimal as seen for example when one RA advised it provided photocopying for clubs. Others made similar comments.

As with the large and medium size RAs, to have a relevant role in the future of hockey the RAs will have to find new/additional ways of providing value for money. They will have to “reinvent” themselves and become providers/delivers of services for both the Off Field as well as the On Field aspects of the sport. In short they will need to become “One Stop Shops” for their member clubs and schools.

It may not be possible to apply this to its fullest extent to small RAs but they ought to be capable of providing a reasonable level of On and Off Field services to their members. For instance there is no reason why they cannot access resources and advice from HNZ, other RAs, Regional Sports Trusts (RST) and Territorial Local Authorities (TLA).

If the sport is to grow then improving the performance of clubs has to be one of the RAs main priorities. An example of this thinking is seen below.

*“One of Hockey NZ’s priorities is to strengthen Regional capability. Strengthening and sustaining the administrative base of Regional Associations is the key to the future of the sport. Paid administrators mobilise volunteers at both association and clubs levels. Associations must also see this as a priority.” Ramesh Patel, CEO, Hockey NZ.*

Evidence suggests many of the small RAs will struggle to do it on their own. They need help by way of properly resourced and targeted support, especially administration, as seen in the Model below. It is important to ensure funds are allocated for this.

### Model: Member Services

- RAs will deliver appropriate advice and support on:
  - Constitutions
  - Governance best practice
  - Administration

- Financial planning
- Training/professional development
- Best practice templates
- Strategic and business planning
- Facilities management – turfs & pavilions
- HR and IT
- Communications/media
- Event management
- Fund raising
- Trust applications
- Sponsorship proposals

## 7. Delivery of Services

All four RAs advised they feel they can deliver services and national strategies and policies to clubs and schools (Survey, Q 9).

The Report encourages this but given the evidence to date, for instance the lack of Off Field support, their lack of meaningful financial and administration resources, the small size of the RAs in question and their lack of critical mass, it questions this claim.

*Hockey NZ needs to have a mechanism to access clubs, schools and the local community. The Report believes an improvement in regional administration capability and delivery of services to clubs is an essential part of this. The region's task of improving the overall capability of clubs is an essential prerequisite to establishing the platform for the future health and welfare of the sport.*

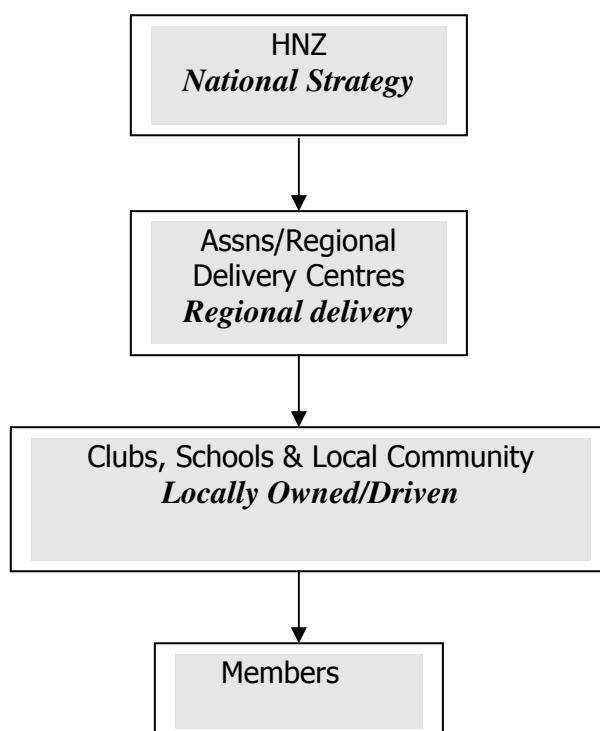
*Such a step is consistent with the "national strategy, regional delivery, locally owned and driven" philosophy in the 2005 Report (Diagram 2).*

### Model: Delivery Structure

The Report reaffirms the recommendation in the 2005 Report about improving the current 32 RA delivery Model into a Model by expanding the NHL system into 8 Regional Delivery Centres.

**Note:** In effect the above Model would create 8 mini national bodies. It does not mean the RAs will not be involved in the sport. What it does mean is the administration and delivery of services would be assigned to a well resourced, more streamlined system run by suitably qualified professional staff.

Diagram 2: Delivery Structure



## 8. Measuring Performance

The survey (Q 8) set out a number of areas that form the basis of the Executive/Management Committee's and EO's key performance indicators (KPIs).

The survey showed that two (50%) of the RAs do not conduct any formal performance measure/evaluation; the other two do but to a limited extent and it was mainly informal and unstructured. Experience shows that measuring performance is a proactive way of a) making sure that "things" are done – "*what gets measured, gets done*" (Bill Gates) and b) improving performance.

The following is a Model for measuring performance of clubs and schools. The Report believes the smaller RAs are capable of implementing such a programme based on phasing in two – three key performance measures per year. This could be assigned to a sub committee.

### Model: Measuring Performance

- To enable effective monitoring of the performance of clubs and schools each RA will put in place a set of formal performance indicators to measure key On and Off Field activities
- The measuring will be done a minimum of once a season but more frequently if required
- The minimum areas to be measured are -

- Uptake and results of programmes/services delivered to clubs and schools
- Satisfaction surveys of member clubs & schools
- Improvement in club administration, especially plans and financial management
- Improvement in player development
- Improvement in coach development
- Success rate of teams competing in tournaments
- Improvement in umpires and officials in the number, qualifications and quality of events they officiate at
- Improvement in financial performance
- Improvement in membership (by categories) and player retention
- Other areas deemed relevant by the board and/or HNZ e.g. management of local, regional and national events.

The above will enable the Executive/Management Committee and EO to monitor the progress of the RA's strategic and business plans and the organisation's and clubs' overall performance.

## 9. Facilities

To participate and be competitive RAs must have adequate facilities. The primary ones are turfs and pavilions.

This section comments on current, 5 year projected and the optimal Model requirements of a small size RA (survey Q 1).

### **a) Turf:**

The current number of turfs is 5. Head Quarters is 4 wet and/or water turfs. 2 of 4 RAs own their turfs, the other 2 are owned by trusts/leased. The RAs collectively generate over \$110,000 from turf fees.

Turf facilities are a combination of sand, wet and water (currently 5 in total – sand = 2; wet = 1 and water = 2). Two RAs use grass as supplementary playing surfaces and/or for juniors.

The number of turf based on the 5 year forecast is 9 i.e. an 80% increase in the number of turfs by 2012 comprising 4 wet (increase of 3) and 5 water (increase of 3). The Report believes this is not realistic.

The Report believes a more realistic figure is 8 turfs comprising of 2 sand, 3 wet and 3 water.

The biggest increase is water turfs which is likely to incur a significant financial outlay.

Given the projected increase in players is a modest but realistic 5% (134) - from current 2670 to 2804 - the Report questions the need for this number of wet and water turfs.

Based on this the increase in the number of turfs will reduce the current number of players per turf from 534 to 350 = a decrease of 184 per turf.

**Note:** the player numbers per turf are lower than the figures for the 2004 National Facilities Study which gives an average of 556 for the above group of RAs.

50% of RAs employ and/or contract a person to maintain the turf; the other two are maintained by a trust and volunteers.

**Note:** The Report notes-

- a) Turfs and pavilions are a major and expensive asset and maintaining them is a significant cost - it is imperative that player and revenue potential be fully realised
- b) HNZ should be in the authority on turf design and maintenance and be able to advise the RAs and clubs accordingly.

**b) Pavilion:**

Currently 3 RA's have a pavilion at their HQ of which one is owned, one is leased and one is run as a private business. It is anticipated by 2012 each RA will have its own pavilion (owned or leased).

The maintenance of the pavilion is the same as the turfs except for one RA the local rugby club maintains the pavilion.

**c) Bars:**

3 RAs operate bars. They are run the same as the turfs – private business, employ staff and volunteers.

**Note:** It is not anticipated these numbers will change significantly.

Model: Facilities - Number & Type of Turfs	
○ Av per RA	2
• Sand	0 - 1
• Wet	0 - 1
• Water	0 - 1
○ HQ	1
Player per turf	
• Av	350
• Range	200 - 460

1. Where appropriate turfs will meet the minimum domestic standard set by Hockey NZ A maintenance programme and other requirements are set out in the National Facilities Strategy – Stage 1 Report.

RAs will ensure turf planning meets the requirements of the LTCCP (long term council community planning).

2. Where appropriate pavilions will have adequate facilities such as spectator capacity, access and parking and changing rooms for players and umpires.

## 10. Number of Players, Coaches, Umpires, Officials & Clubs

### a) Players

The survey projected an increase of 792 (29%) in the number of registered players over the next 5 years.

There is no consistent pattern among the four RAs. An analysis of player numbers show all four have had fluctuations in growth over the last ten or so years with the occasional large spike(s) following the introduction of new turfs and an increase in primary players. This has been followed by a decline over the succeeding two – four years. Over the last twelve or so months all four RAs show signs of slight growth. This is encouraging.

Recognising the above but given their size and resources it is highly questionable whether the RAs are capable of increasing their membership by nearly a third. It is suggested a more reasonable indicator is 5 – 7.5%. For purposes of this Report, 5% is used as the multiplier. Based on their current population this is considered to be realistic and attainable.

#### Model: Number of Players

○ Total population*	205,800
○ Total players	2803
○ Ratio population per player	73
○ Number of clubs	32
○ Players per Club	88
○ Players per RA	
• Av	700
• Range	380 -1068
○ Players per staff	350
Categories	
• Open	56 – 256
• Secondary	80 – 400
• Primary	75 – 210
• Mini	95 – 310

\*\* Population is from the 2006 census.

As with the other categories of RAs there is no absolute number of players at which a RA will become competitive but a minimum population of 30,000 indicates the size of the potential hockey/player “market” and a reasonable indicator of a small RA’s ability to sustain itself competitively.

The increase in the number of players will have flow on implications on resources and cost of administration, facilities, coaches, umpires and officials.

### **b) Coaches**

The survey projected an increase of 197% (79) in the total number of coaches.

Even though every RA advised there needs to be a big increase in the number and quality of coaches the Report believes 197% is over stated and unattainable. If this is not the case then it is assumed the small RAs are grossly short of qualified coaches – the Report does not believe this is the case.

Consistent with the larger RAs the Report endorses the need for more qualified coaches but any increase needs to be realistically based. For purposes of the Model 20 – 25% is more realistic and attainable. As set out in the following table (25% is used as the multiplier). This increases the number of coaches by 13, from current 52 to 65.

#### **Model: Number of Coaches**

○ Coaches per RA	
• Av	16
• Range	5 - 29
○ Av per club	2
○ Players per coach	
• Av	43
• Range	25 - 85
○ Categories	
• level 1	4 - 25
• level 2	2 - 4
• level 3/FIH	0

### **c) Umpires**

Umpires and technical officials are an integral part of the sport. The numbers in the Model reflect this.

The projected percentage increase in the number of umpires is 26% - from 103 to 130. This is similar to the percentage increase in the number of coaches (25%). The Report believes this is acceptable.

## Model: Number of Umpires

○ Umpires per RA	
• Av	33
• Range	27 - 39
○ Av per club	4
○ Players per umpire	
• Av	22
• Range	14 - 30
○ Categories	
• NG*	21 - 38
• Jnr	1 - 5
• level 1	2 - 3
• level 2	1 - 6
• Int/FIH	0

\*\* NG = not graded

### d) Technical Officials:

The survey projected an increase of 7 - from 3 to 10 (233%) - in the number of technical officials. The Report believes this too is unrealistic and unattainable. The Report believes an increase of 3 is attainable, making 6 in total.

## Model: Number of Officials

○ Officials per RA	
• Av	1.5
• Range	1 - 2
○ Categories	
• National	6
• Range per RA	1 - 3
• International	0

### e) Clubs

The survey projected the number of clubs would grow from 32 to 37. This was based on projected growth in the number of registered players, coaches etc.

The subsequent consultations about the reason for this saw the number revert back to 32 on the grounds that any increase in player numbers would likely to be the result of initiatives by the existing clubs and schools rather than new areas being opened up. The exception to this is the possible rejuvenation of moribund clubs. 32 clubs may seem a lot for a small group of RAs but it is reasonable given their geographic spread.

## Model: Number of Clubs

○ Clubs per RA	
• Av	8
• Range	4 – 12
○ Players per club	
• Av	88
• Range	54 - 120

## 11. Financial

An analysis of the financial accounts, current and forecast (Q 7) show that over the next 5 years the average income for small RAs will be between \$100,000 - \$ 280,000 per year against projected expenditure between \$80,000 and \$250,000.

Consistent with the larger and medium size RAs of greater relevance is the percentage break out of income and expenditure. The Report recognises there are wide variations in dollar terms in the different income and cost centres between RAs but an analysis of the percentages show they are similar to the other categories of RAs.

An indicative breakout of the range of the average income and expenditure for a small RA follows.

## Model: Income & Expenditure (%)

<b>Income</b>	<b>Income %</b>
• Affiliation fees	13 – 15
• Facilities*	8 - 10
• Turf fees	23 - 25
• Summer	2 - 5
• Rep teams	10 - 22
• Sponsorship	10 – 12
• Trusts	24 - 25
• Interest	1 -2
• Sundry	7 - 9
<b>Expenditure</b>	<b>Expenditure %</b>
• Affiliation fees	9 - 12
• Administration	16 - 20
• Coaching & Dev	10 – 15
• Facilities (owned)	7 - 15
• Facilities (leased)	5 - 19
• Rep teams	40 - 50
• Sundry	3 - 5
<b>Income over Expenditure</b>	<b>5 – 10</b>
<b>Reserves</b>	<b>2.5 - 5</b>

\*Where applicable i.e. not all RAs own facilities & turfs. This point needs to be factored into the Model for the RAs concerned.

**Note:** The Report believes coaching and development has historically been under funded (6 - 8% of expenditure) and this is factored in the Model. The Report notes the cost of travel for representative teams is comparatively higher than it is for large and medium size RAs. This is factored into the Model.

## Attachment 1: Participating RAs

### **Large RAs (> 3000 players)\***

**North Harbour**

**Auckland**

**Waikato**

**Wellington**

**Canterbury**

### **Medium RAs (1000 – 3000 players)\***

**Northland**

**Tauranga**

**Manawatu**

**Hawkes Bay**

**Southland (Invercargill)**

**Wairarapa**

**Otago**

### **Small RAs (< 1000 players)\***

**Taranaki**

**Wanganui**

**North Otago**

**West Coast**

\*(2006/07 figures)

## Attachment 2: RA Survey



***DRIVINGFORCES***  
*Adding peak performance to business practice*

### **Hockey NZ – Regional Administration and Resource Evaluation Survey**

**December 2006**

#### ***Background***

This survey follows the note by Ramesh Patel on the **7<sup>th</sup> November** regarding the development of a plan of the resources required by Regional Associations to service their current and anticipated membership growth over the next five years (growth is predicated on the fact that it has to be planned and resourced).

#### ***Process***

The evaluation is in two parts –

- a) The first part is this survey, which is similar to the one that was done as part of the capability review in 2005 report. It asks you to comment on 9 key areas. Each area starts on a new page.
- b) The second is consultation in the new year with you (or a representative from your Association) either in person or by phone to discuss matters arising from the survey and in particular your thoughts on the 5 year scenario.

The survey is a combination of statistical information, YES/NO type answers and ratings on a scale of 1-5 (1 = poor, 2 = satisfactory, 3 = good, 4 = very good, 5 = excellent).

The results of a) and b) above will form the basis of the report's recommendations.

The report's aim is to develop three Models based on small, medium and large Associations and the resources required by each to enable them to service club and school membership growth over the next five years.

A representative group of Associations have been invited to take part in the evaluation. Your Association is one of them. I trust this is acceptable but if it is not can you please advise Ramesh or me as soon as possible. In the meantime, thank you in anticipation for your cooperation.

A parallel survey will be conducted of a select group of clubs to find out the range of services and programmes they currently receive from their Associations vs. what they anticipate they need to service an anticipated growth in membership over the same 5 year period. This will enable a comparative analysis between the resources required by Associations and by clubs.

To assist data gathering I have accessed information from Hockey NZ (membership numbers), the website (club contact details) and Statistics NZ (population).

***Notwithstanding this, can you please email (or post) your latest Annual Report.***

To ensure clarity of definition the following terms are used in the survey.

a) Resources =

- *current*: the resources your Association a) has as of today by way of money, people (numbers and skills), equipment and facilities and b) the programmes and services it (currently) deliver to clubs, schools and the local community, on and off the Field.
- *5 years*: the additional resources (on and off the Field) – money, people etc - that your Association will need to service clubs and schools to assist membership growth. Please note, this should not be a wish but a realistic assessment of what is needed.

b) Size = refers to whether the Association is large, medium or small based on the number of registered players for the year ending 30 June '06. For purposes of this evaluation they are:

- *Large* = 3000+
- *Medium* = 1000 – 3000
- *Small* = <1000

c) On/Off the Field =

- *On the Field* = the playing, coaching, refereeing part of the sport
- *Off the Field* = the business/administration part of the sport

**It would be appreciated if the survey is returned to me by Friday 15 December as an email attachment or if this is not possible, by fax or post.**

# Hockey NZ – Regional Administration and Resource Evaluation Survey

**December 2006**

Name of Association.....

Name of person filling in the survey  
.....

Position (e.g. President, Chair, CEO, Secretary)  
.....

## 1. FACILITIES

### 1.1 *TURF (Artificial, full-sized hockey playing fields)*

• How many turfs do you utilise at your headquarters?		
○ Do you own or lease them?		
• How many turfs do you utilise outside your headquarters?		
○ How many of these are owned (fully or part) or leased by the Association		
• Does your Association utilise any grass fields?	YES / NO	
○ If YES, how many?		

### 1.2 *TURF PROJECTIONS*

Please complete the chart below, detailing the current number and type of turfs you utilise and what you project you will need in 5 years time.

TURF TYPE	CURRENT NUMBER OF TURFS	NUMBER REQUIRED IN 5 YEARS TIME
Sand		
Wet Dressed		
Water		
<b>TOTAL NUMBER OF TURFS</b>		

**1.3 PAVILION**

• Do you have a pavilion at your headquarters?	YES / NO	
• Do you own or lease the pavilion?		

**1.4 PERSONNEL**

• Do you employ/contract someone to service the turf?	YES / NO	
○ If NO, who services the turf?		

- Do you employ/contract someone to service the pavilion? YES / NO
  - If NO, who services the pavilion? \_\_\_\_\_
- Do you employ/contract bar/cafeteria staff? YES / NO
  - If NO, who services the bar/cafeteria? \_\_\_\_\_

**2. CAPABILITY**

- Has your Association conducted and/or undergone a capability review in the last 3 years YES/NO

If you answered YES,

- How did the results compare with other Associations of comparable size and/or the all Association average?

Above par	On par	Below par	Don't know
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- Rating - how do you rate your Association's current overall capability and performance (on a scale of 1 - 5)?

If you answered NO, please complete Questions 3.1 & 3.2

**3. GOVERNANCE**

**3.1 BOARD NUMBERS**

• How many members are on your board?		
○ Of these, how many are independent?		

### 3.2 **BOARD SKILLS (KNOWLEDGE)**

• Does the board meet the Association’s skill/knowledge needs?	YES / NO
• If you answered NO to the above question, what additional skills/knowledge are needed?	

• What skills/knowledge do you anticipate the board will need in 5 years time?	

### 3.3 **BOARD ROLE, RESPONSIBILITIES, ACCOUNTABILITIES**

• Does the board understand its role, responsibilities & accountabilities?	YES / NO
• Does the board provide leadership?	YES / NO

- Does the board ensure there is a current constitution in place? YES/NO
- Is the board responsible for the Association’s 3-5 year strategic plan and sets the plan’s KPIs? YES/NO
- Is the board responsible for approving the annual business plan & budget? YES/NO
- Is the board responsible for policy? YES/NO
- Does the board conduct annual reviews of its performance? YES/NO
- Does the board have a professional development/training programme with budget? YES/NO
- Does the board monitor the use of resources, achievement of performance targets, key stakeholder relations? YES/NO
- Does the board provide quality assurance/oversight of the Association’s operational activities? YES/NO
- Does the board conduct an annual review of the CEO’s performance? YES/NO
- Does the board report annually to members at the AGM on the Association’s performance? YES/NO



**4.2 COMMITTEES**

	NOW	5 YEARS
Number of <i>standing</i> committees e.g. finance		
Please list them:		

	NOW	5 YEARS
Number of <i>advisory</i> committees e.g. HP		

Please list them:		

## 5. PLAYER, COACH & UMPIRE TRAINING AND DEVELOPMENT

### 5.1 DOES YOUR ASSOCIATION:

<ul style="list-style-type: none"> <li>• Provide training &amp; development for:             <ul style="list-style-type: none"> <li>○ Players</li> <li>○ Coaches</li> <li>○ Umpires</li> <li>○ Officials</li> </ul> </li> </ul>	<p>YES / NO</p> <p>YES / NO</p> <p>YES / NO</p> <p>YES / NO</p>
<ul style="list-style-type: none"> <li>• Organise and hold competitions (local and regional)</li> </ul>	YES / NO
<ul style="list-style-type: none"> <li>• Organise Clinics and training camps</li> </ul>	YES / NO
<ul style="list-style-type: none"> <li>• Provide resources e.g. library material, videos booklets etc</li> </ul>	YES / NO
<ul style="list-style-type: none"> <li>• Other – (please stipulate)</li> </ul>	

### 5.2 NUMBER OF REGISTERED PLAYERS

Players – numbers	NOW	5 YEARS
<ul style="list-style-type: none"> <li>• Open</li> <li>• Secondary</li> <li>• Primary</li> <li>• Mini</li> </ul>		
<b>TOTAL</b>		

### 5.3 NUMBER OF AFFILIATED CLUBS

	NOW	5 YEARS
Number of Affiliated Clubs.		

**5.4 QUALIFICATIONS – REGISTERED COACHES & UMPIRES AND OFFICIALS**

<b>Coaches – number</b>	<b>NOW</b>	<b>5 YEARS</b>
<ul style="list-style-type: none"> <li>• Level 1</li> <li>• Level 2</li> <li>• Level 3/FIH</li> </ul>		
<b>TOTAL</b>		

<b>Umpires – numbers</b>	<b>NOW</b>	<b>5 YEARS</b>
<ul style="list-style-type: none"> <li>• Not graded</li> <li>• Junior badge</li> <li>• Level 1</li> <li>• Level 2</li> <li>• International/FIH</li> </ul>		
<b>TOTAL</b>		

<b>Technical Officials – numbers</b>	<b>NOW</b>	<b>5 YEARS</b>
<ul style="list-style-type: none"> <li>• National</li> <li>• International</li> </ul>		
<b>TOTAL</b>		

**6. ASSOCIATION\_SUPPORT\_FOR\_CLUBS & SCHOOLS**

From the following list please tick and **prioritise** (1, 2, 3, 4 etc) the **services/programmes** your Association provides to clubs and schools to support and improve their governance and administration (off field) practices.

Type of service/programme	Tick	Prioritise
Constitutional advice		
Governance best practice advice		
Administration support (stipulate)		
Financial management advice		
Training/professional development		

Templates (stipulate)			
Planning- strategic and business			
Facilities management e.g. turfs			
HR advice			
IT advice			
Event management			
Assistance with Funding	Trust applications		
Assistance with Funding	Sponsorship proposals		
Collecting club fees			
Communications/media advice			
Development Officer			
Coaching Clinics			
School Visits			
Summer Hockey			
Coach Education			
Other			

**7. FINANCIAL**

Please indicate current income & expenditure from your latest (2005/06) Annual Report and project what you anticipate they will be in 5 years i.e. 2011/12

*a) Income (source)*

	\$ NOW	\$ 5 YEARS
<i>Affiliation fees</i>		
<i>Facility income</i>		
<i>Turf fees</i>		
<i>Summer hockey</i>		
<i>Rep team contributions</i>		
<i>Sponsorships/donations/fundraising</i>		
<i>Trust grants</i>		
<i>Interest</i>		
<i>Sundry</i>		
<b>TOTAL</b>		
<b>Difference – Now / 5 years</b>		

Rate your chances of achieving the above income target (1- 5) \_\_\_\_\_

**b) Expenditure (cost centres)**

	\$ NOW	\$ 5 YEARS
<i>Affiliation fees</i>		
<i>Administration</i>		
<i>Coaching &amp; Development</i>		
<i>Facility costs - owned</i>		
<i>Facility costs -rented</i>		
<i>Rep team expenses</i>		
<i>Sundry</i>		
<b>TOTAL</b>		
<b>Difference – Now / 5 years</b>		
<b>Surplus/Deficit</b>		

## 8. MEASURING\_ASSOCIATION\_PERFORMANCE

### *DOES YOUR ASSOCIATION DO THE FOLLOWING?*

• Conduct satisfaction surveys of member clubs & schools?	YES / NO
Frequency?	
• Measure outcomes/results of its programmes and services?	YES / NO

Frequency? \_\_\_\_\_

- Perform quality assurance evaluations of club plans and finances? YES / NO

Frequency? \_\_\_\_\_

- Measure the efficiency of its programmes/services? YES / NO

Frequency? \_\_\_\_\_

- Measure the success rate of its coaches in terms of PLAYER development? YES / NO

Frequency? \_\_\_\_\_

- Measure the success rate of its coaches in terms of COACH development? YES / NO

Frequency? \_\_\_\_\_

- Does your Association apply any other performance measure (please list)?  
YES / NO

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## 9. DELIVERY

Looking forward 5 years from now and assuming you have the resources, do you think you can:

- a) Deliver them (P & S) competently and professionally to clubs, schools and the local community in a manner that meets their needs? YES / NO
- b) At the same time deliver national strategy, policy, programmes and services “down the line” to the same group? YES / NO

## 10 SUMMARISE

Please summarise the 5 main changes/differences that you that you anticipate will be in place in your Association five years from now.

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## 11. COMMENT

Please note any comments you wish to make about current vs. 5 years resources

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Thank you for taking the time to complete this survey. The next stage of this review is the consultation process. I will contact you about this to discuss how it is best done and the time required. In the meantime I would appreciate it if you could send me your latest **Annual Report** and **return this survey to me by Friday 15 December.**

Chris Ineson

## Attachment 3: Background

### Comment: The Status of Administrators & Sport Administration

Sport officials and funders have an ambivalent attitude toward sport administrators and administration. At worst the terms are used pejoratively, implying a necessary evil or a “dead hand” on the body of sport.

The reason for this is simple: historically money in sport has gone into developing players, coaches, to a lesser extent, umpires and referees and the occasional official. Virtually nothing has been spent on improving the administration of sport.

The reason for this is just as simple: it was, and still is, seen as an unproductive expense. Thus the job of administering sport was done by a band of dedicated but unpaid volunteers.

The net result is the playing part of sport (On Field) has progressed significantly at the expense of the administration part (Off Field). This has created distortions that are only now recognised as being harmful to the future growth and welfare of sport. In effect the part of sport seen by the public – the playing part - is in good health relative to the part they don't see – its administration.

Experience shows that the administration of a significant sector of sport at regional level throughout New Zealand is not as good as it could be. There are exceptions to this. Some medium and small regional organisations are highly competent but in the main they tend to be the organisations that are led by professional administrators.

It has been evident for some time that if sport doesn't want to face the prospect of static growth and its concomitant, declining membership, and then it has to start investing more into administrators and administration capability, including governance, resources and infrastructure.

This means making decisions that may not always be popular but if communicated and presented properly and allowing for due process most people accept the need for change.

The 2005 Report identified the capability aspect. This Report extends this by developing a series of Models of the optimum resource requirements of the different size Regional Associations (RA).

### Report's linkage to the 2005 Capability Report

The regional resource Models outlined in this Report are a consequence of the 2005 Report on the capability of the regional associations (RAs).

That Report recommended that a review be done of the resources needed by the RA's to improve their administration capability. The 2005 Report set out a series of four key steps on how this could be done.

- a) Improve the RA's basic governance and administration capability

- b) “Reinvent” themselves as centres to service their members
- c) Improve the delivery of these services, principally in the area of administration
- d) Restructure the sport’s overall regional administration into a format similar to the NHL eight regional structure based on the largest and better resourced associations.

The purpose of this Report is to identify an optimum resource Model that meets the administration requirements of large, medium and the small regional associations. For purposes of the Report, large is defined as 3000+ registered players; medium 1000 – 3000 and small as under 1000 (in one instances an RA with just over 1000 (1017) registered members was included in the small category)

The 2005 Report identified the capability aspect. This Report identifies the resource aspect.

## Hockey NZ’s Administration & Resource Model – a first for Sport?

Research suggests the Modelling of resources required by a particular sport as set out in this Report is probably the first time it has ever been done in New Zealand. It is certainly a first for hockey.

Apart from breaking new ground the Modelling exercise identified a number of issues that ought to be taken into consideration in the event a similar exercise is done in the future.

The data requested by the Survey was in two parts: the first was based on the current year; the second was based on 5 years from now.

Current year data was generally accurate as it is based on known information, for example the financial information was based on the year accounts; membership numbers were based on prior year registrations and so forth.

However, it was a different matter when it came to projecting 5 years out as requested by the Survey questionnaire. It was assumed that eliciting this statistical data from the RAs Surveyed would be relatively straight forward. This was predicated on the assumption the participants knew how to forecast/prepare long term financial information, membership numbers and related key statistical data. The assumption proved to be wrong.

A reasonable number managed to do it with a degree of competency. A significant number did not. This made data collation extremely time consuming, especially given there were over 2800 calculations to develop a number of Models, including a major one before the final one was selected as the basis of the three Models in this Report.

The lack of competency suggests very few RAs actually develop long term (5 + years) forecasts of their projected growth and the resources required to achieve and service it.

This knowledge gap needs to be plugged. It is strongly suggested that Hockey NZ (HNZ) conduct courses on financial and statistical forecasting to the point where it ought to be a requirement of every manager/administrator that they can do this competently and accurately.

The reason why this is an important aspect of modern sport administration is this: most sport organisations now do some form of strategic planning in one form or other. Most of them plan for growth – more members; better qualified players, coaches and umpires; improved facilities and equipment; better services and programmes; skilled administration people and more money.

Experience shows such plans are frequently based on current year information, e.g. financial. Unfortunately after the first twelve or so months the information becomes outdated and no longer reflects the true cost achieving the plan's growth objectives. In short the plan runs out of steam.

This can be prevented by developing a realistic plan of the resources required to achieve the various elements of the growth strategy and the cost of such resources. This is called forecasting – defined in the Concise Oxford Dictionary as – “to estimate or calculate beforehand”.

The aim of the Models is to assist each RS to adequately participate, compete and sustain itself both On and Off the Field. To do this they need to have adequate -

- Governance and administration structures, practices and procedures
- Playing facilities, principally turfs and pavilions
- Number of players, coaches, umpires and officials
- Qualified staff to meet the administration, coaching and development and facilities requirements
- RA Income and resources

## The Model

The survey asked each RA for current and 5 year forecast data. The Model is in part based on this and in part from an analysis of the other data provided by the RAs and by other sport and not for profit organisations from the business sector.

A resource Model for a representative group of RAs is different from doing a resource Model for an individual RA. The former has many wide ranging variables to factor into the Model such as the difference between the RAs in staff, player and coach numbers, and income levels and so forth whereas the latter is simpler as it has only one set of factors to accommodate.

The three categories of Models in the Report are based on the norm for an average large, medium and small size RA. The Model does not cover those at either end of the spectrum – for instance those who are well above or those who are well below the norm for the Model for example, numbers of staff, coaches umpires.

The reason for this is they create a statistical bias to the Model. It is stressed this should not be construed as a reflection on the way they operate but on the practical necessity of creating a Model that fairly reflects the majority of RAs in their category.

The process of developing the three Models is time consuming and detailed. It involved over 2800 calculations. Each RA's data was inputted into a data base which this formed the platform for developing the Models. The calculations were based on a mix of averaging, projecting and in a few instances intelligent estimations. The number (16) of RAs involved representing a mix of big and small, rural and urban, North and

South Islands, enabled a series of Models and mini Models to be developed from which the best one for the RAs was chosen.

The Report notes that no Model is perfect and no size fits all. What it does is to create an outline of an optimum shape and size of a large, medium and small RA to be achieved over the next 3-5 years.

The Models do not show an exact number, for example an exact number of coaches etc but they show a high and low range of coaches. This gives the Model a reasonable degree of flexibility and enables a range of RAs to meet the Models criteria.

## The NZRU and Other Models

In 2005, as part of a review of its National Provincial Championship (NPC), the NZRU published a set of eligibility criteria for Provincial Unions (PU) wishing to enter the Premier and Division 1 competition.

Two broad criteria categories were established as the basis of the NZRU's eligibility Model.

The first was called the Prerequisite criteria. This set down the requirements that had to be met in order for a PU to be eligible for consideration. They included the management team and structure, stadium and governance and administration.

The second was called the Assessable criteria. This set down the factors against which a PU will be assessed. They include -

- Population
- Player numbers
- Playing history
- Financial performance and position
- Player training and development
- Governance and administration

The reason for mentioning this is that apart from the fact several of the above criteria form the basis of the Model in this Report, the most sophisticated administered sport in New Zealand consider these elements as an integral part of their key performance indicators and determinants to whether or not a PU is eligible for consideration for the premier league.

It is suggested Hockey NZ could consider similar criteria as determinants for its premier league.

Other sports have provided Models of their constitutions, organisational and management structures, benchmark programmes, various surveys and a raft of related information. In addition much has been gleaned from working with almost every NZ sport over the last 15 – 16 years.

The Report also drew on material from non sport organisations such as the Motor Trade Association (MTA) and the Hospitality Association of NZ (HANZ).

## Process and Methodology

The process and methodology was thorough.

It involved a combination of research, surveys and consultations.

Each RA was asked to provide a range of data and general information about their current and 5 year resource needs. This covered issues like number of turfs; governance, management and organisational capability; staff number and positions; training and development; number and qualifications of players, coaches, umpires and officials, range of member services and financial information.

The consultations involved a representative (sometimes more) from each of the 16 RAs. The purpose of the consultations was three fold – a) ascertain their thoughts about the project and its process, b) clarify points arising from the Survey and most importantly, c) to get their first hand experience and knowledge about what they considered an optimum Model for an RA of their size ought to be.

Along with input from other sports the input from the RAs was an invaluable part of the Modelling process.

For the record, all 16 (100%) of the RAs completed the Survey and took part in the consultations.

## Timeframe

The initial timeframe for the project and its Report was planned for the last quarter of 2006. The timeframe was tight and for various reasons it was not achieved. Even so the process was begun at the back end of 2006 but was held over until the first part of 2007 to accommodate the xmas/new year holiday period. The amount of time to process each Survey and the follow on consultations also took longer than anticipated. This, plus the fact it was felt the process should be as thorough as practical meant the timeframe was revised with the Report being completed by the second quarter of the year.

## Attachment 4: Board Skills

Board members need to bring the best of their collective knowledge to the table for the benefit of the organisation. Collectively this ought to include knowledge about –

***The sport concerned*** – a background or understanding of the sport concerned enables them to have a better appreciation of the issues to be addressed. Members want to ensure their views are represented at board level which is why most the organisation's constitution require some members of the board comes from the different sectors of the sport.

However this is not as essential for independent board members as their lack of intimate knowledge about the sport is offset by that of the other board members and by the additional skills they bring to the knowledge mix.

***The not for profit (NFP) sector*** – is different from the commercial sector with quite different tensions and challenges. For instance, the NFP sector relies heavily on unpaid volunteers. Working with them is different from working with paid staff. Financially the NFP sector is a cash flow operation that relies heavily on non commercial and therefore unsecured income is unable to leverage debt, unable to raise funds from the equities market and so on.

Most, but not all, NFP organisations are independent legal entities operating as Incorporated Societies.

***Best practice governance, management and administration*** – this is critically important. Although it is changing, at regional level too many NFP boards are made up of well meaning people who have minimal experience about how boards should operate, the roles, responsibilities and accountabilities – individually and collectively ( i.e. their fiduciary duties - jointly and severally) and the role, responsibilities and accountabilities of paid staff.

Many regional NFP boards are operationally focused. This is largely because their background at club level has been operational. For instance many clubs are run by a committee and therefore they tend to think and act like one. Their focus tends to be more on the playing (On Field) part of the club's activities – competitions, coaching, umpiring and officiating. Much less attention is given to the administration (Off Field) part of the club.

***Finances*** - ability to read and understand a set of accounts – most organisations do this well but it is prudent to have someone on the board who understands how to read an I & E account and a balance sheet. Ideally every board member ought to be knowledgeable in this all important aspect of governance. For those who do not, it could form part of board training.

Equally, good financial management and stewardship are important attributes. For instance systems to ensure adequate checks and balance, annual audits, regular board reports (in a manner that can be understood and verified), annual reports to members, policies on the amount and use of surplus and accumulated(reserve) funds.

**Fundraising –trusts and sponsorships** - generating income is primarily the job of the CEO and/or a professional fundraiser. However it is useful for the board to have knowledge about the mechanics of the different types of fund raising and their requirements. For instance, sport organisations are learning to approach sponsorship from the sponsor's point of view i.e. what the sponsor wants, and the importance of providing resources – people and money – to service the sponsorship. However sponsorships are not easy to get and many of them are value in kind (VIK) based or are tagged – based on some form of purchase/user incentive scheme

Trust funds are a legitimate source of income. Even so board's need to be very aware of the propensity for a growing number of organisation who rely more and more on this source of funding. It is a relatively easy to access with minimal compliance costs.

The net result is many organisations find trusts account for a very high level (60 – 70 %+ ) of their total income, often at the expense of balancing it against income derived from the sport itself (levies and user pays) and sponsorship. The reliance on trust funds by some sport organisations places them at risk of a) a change in trust rules and b) a change in trust funding philosophy/strategy.

The board needs to be aware of this – hence the reference to overall fundraising skills.

**IT systems** – IT spans database capture, accounting, administration, communications – email, web site, phone (messaging - especially young people) - and so on. The use of computers for example is a standard key resource but they can also be a source of frustration and can be costly and time consuming to get the right system.

Knowledge about IT can help to steer the organisation in the right direction in terms of IT planning, upgrades, purchasing, security and developing best practice IT policies.

**Communications & media relations** - One of the biggest grizzles about sport organisations is their lack of communications to members, stakeholders and national office (and vice versa) and what constitutes good and effective communications.

Tied in with communications is an understanding about the media – print, radio and TV, how it works and what it requires. There is only a finite amount of time and space given by the media for sport coverage and to get any at all against the high profile ones like rugby (international, national, provincial, even club) requires a carefully designed strategy. Such a strategy ought to include local (and regional) media.

**Legal** – mainly to ensure compliance with (board) due process, as opposed to providing legal services to the organisation (potential conflict of interest).

**HR** – oversight of the organisation's staff practices is important as getting it wrong can be costly. This does not pre-empt the CEO's role nor does it abrogate the board's responsibilities to ensure the organisation is a good employer or a good manager of its volunteers.

HR should also include a policy role in terms of health and safety and standards of conduct e.g. the relationship between adults e.g. coaches and children.

HR knowledge can also assist the board in developing guidelines on CEO appraisals and remuneration and in identifying and setting up professional development/training for the board and staff.

**Risk assessment** – risk identification, assessment and management are important functions for all boards. It ought to be standard knowledge for most board members but in the event it isn't training sessions can be held as part of the board's professional development and/or as part of the board's review of the strategic (and business) plan.

**Event & facilities management** – not essential but many sport organisations realise they are also in the entertainment "business" and that attracting people and the media is integral to attracting sponsors.

Facilities are generally the responsibility of the CEO but how to maximise their income earning potential is a useful attribute to have on the board.

**Management and Office systems** – knowledge about management and office and systems can help to create efficiencies and prevent unnecessary duplication and expense.

**Research** - not essential but the ability to utilise the organisation's data base (for example, direct marketing), develop material to survey the satisfaction levels of members, stakeholders and the public and generate new ideas/initiatives on how research can improve the organisation's performance is a worthwhile attribute.

## Attachment 5: Staff Position Descriptions

**CEO/ED/EO** – usual functions of a CEO/ED/EO of a sport organisation. This includes working with and implementing board policies and strategies and reporting on KPIs; implementing and reporting on the annual business/operating plan; managing external relationships e.g. umpires, youth media, sponsors etc; managing staff, plus a) managing the organisation's profile, communications and media relations and b) responsible for fundraising/business development. Reports to the Board.

- a) **Profile, Communications and Media Relations** – raise the profile the organisation's profile, manage its communications and its relationship with the media, clubs, schools and stakeholders; responsible for the web site, work with the sport unit; provide e- technology advice; develop communications and media kit templates, liaise and co-ordinate with clubs. Key objective is to create a strong and positive profile, establish first rate communications and media relations.

In time this role may be taken over by a communications manager.

- b) **Fundraising/Business Development** – develop and implement strategies to generate funds – sponsorship, trusts; develop new fundraising initiatives and service sponsors; Key objective = generate sufficient funds to implement WHA's strategic plan.

In time this role may be taken over by a fundraiser/business development manager

**Administration Officer** – manages all administration functions of the office; provides support for the CEO/ED. Has good knowledge of modern office systems. Reports to CEO/ED.

**Administration Support** - provides secretarial support to coach/development staff and general office functions may be responsible for competition draw. Reports to Administration Officer.

**Finance** – all functions of a finance officer i.e. accounts; investing funds; managing debtors ledger; reports and budgets for board, CEO/ED and managers. Has good knowledge of accounting best practice. Reports to CEO/ED.

**Development Officer** – work with clubs, schools and the local community to foster and develop hockey – On and Off Field (playing and administration), responsible for implementing appropriate RA's strategies and programmes and delivery of member services, works with the regional and club/school coaches. Has good communications and inter personal skills. Reports to CEO/ED.

**Member Services** – principally the job of the DO. Work with CEO/ED, responsible for implementing programmes to improve club (and school) governance, management and administration (Off Field) capability.

**Coaching/Development** - develop regional coaching and development programmes and systems; works with the DO to train club and school coaches to implement them. Focus to be a) to establish player and coach development programmes & systems and

ensure quality assurance and b) develop youth/under age and elite players. Has good communications and inter personal skills. Reports to CEO/ED.

In time may need coaching assistants to oversee coaching programmes and assist clubs/schools implement them

**Umpiring and Officials** – develop programmes to increase number and quality of umpires and technical officials. Responsibility of CEO/ED via advisory sub committee.

**Facilities – turf & pavilion** – maintain and repair turfs and pavilions. Has knowledge about modern turf maintenance and good practical and organising skills. Reports to CEO/ED.

**Sub committees** – Standing – Audit and remuneration; Advisory – Umpires and Officials, Facilities, etc.



**DRIVINGFORCES**  
*Adding peak performance to business practice*

**This report was compiled by Chris Ineson of *DrivingForces***  
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