



**Report of the Infrastructure and
Capability of NZHF's Regional
Associations**

February 2005

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Executive Summary

This Report is in 4 sections:

- **Section 1** is the response to the questionnaire with general recommendations for improvement in the overall capability of the associations.
- **Section 2** addresses a more substantive matter - identifying and providing NZHF with adequate resources so that it can assist the associations to improve their capability. The same principle applies to the associations in terms of support to clubs and schools.
- **Section 3** takes this a stage further and addresses the equally substantive issue of NZHF (and associations) becoming a provider of services - as a service centre - to the associations (schools/clubs).
- **Section 4** addresses the longer term future of the present 33 association structure with a key recommendation about how it can be improved and strengthened to meet the future needs of the Game locally, regionally and nationally.

The Report stresses that NZHF needs to continue to take a leadership role. This will be assisted by improving the capability of the associations to enable the better resourced ones to take a leadership role at regional level. This will form the cornerstone of a partnership that will enable NZHF's national strategies to be delivered regionally by these associations but in a manner where it will be owned and driven by the local clubs and schools.

Note: The Report's objective is to improve and up skill the capability of all 33 Regional Associations. Its recommendations do not affect their legal and operational independence. Rather, they reflect the type of changes that many other sports are undertaking. NZHF and the Associations can learn from their experience.

The changes recommended in this Report are evolutionary, not revolutionary

A summary of the main recommendations follows:

Section 1:

- The associations to periodically review their constitution to ensure they are current and that boards do not act beyond their power (*ultra vires*). (Recommendation 1).
- A Code of Conduct to be incorporated into the constitution of each association. Further, for those who do not have a written code it is recommended they have one by the start of the 2005 season (2).
- A Best Practice Governance manual to be developed for each association's board and management (3).

- The Regional Development Manager's (RDM's) role to be reviewed to ensure they are achieving the desired outcomes for their regions and NZHF (4).
- Templates on simple strategic and business planning to be developed as a resource for the associations (5).
- A national template to be developed on communication and media planning and a media kit to be prepared for every association (6).
- NZHF to form a working group to develop a standard chart of accounts and financial reporting format for the associations (7).
- The associations to have policies/guidelines on the management and use of surplus funds and reserve funds (8).
- Guidelines on benchmarking to be developed and a programme set up of basic benchmark standards for the associations to enable them to evaluate/measure their performance (9).
- Guidelines to be developed for all the associations on best practice governance and in time, strategic and business planning, communications, financial management, risk management and HR management (10).

Section 2:

Substantive Recommendation 1

This section addresses the proposition that NZHF has to take the leadership in improving the capability of the associations. To do this NZHF needs to be able to provide a wide range of quality resources to the associations. The first step toward this is for NZHF to review its current resources and assess them against its future needs.

This is the thrust of substantive recommendation # 1: that NZHF conduct a review and prepare a plan of the resources it will need to implement the recommendations in this Report.

It is also recommended that when this has been done the regional associations conduct a similar review of the resources they need to assist the local clubs and schools.

Section 3:

Substantive Recommendation 2

The thrust of substantive recommendation # 2 is NZHF gears itself up to become a central source of services to the associations. This has significant resource and financial implications which is why a resource review/plan is important (substantive recommendation # 2).

The next stage is to apply the service centre concept to a select group of high performing associations as recommended in Section 4 below.

Section 4:

Substantive Recommendation 3

Substantive recommendation # 3 is for NZHF to improve the capability and effectiveness of the current 33 association structure by using the larger associations as *regional delivery centres (RDCs)*, using as its model the National Hockey League's eight region breakout, and by using a select group of the best managed smaller associations as "branches"/sub centres to assist the RDCs deliver resources and programmes/services with the remaining/less resourced associations to continue to manage their local Game i.e. competitions and turf facilities.

Note: The word "association" is used generically by sport world wide (basically to describe a group of clubs working together for a joint purpose). Implicit in this is the assumption that all associations are more or less the same. They are not. In the case of hockey there are wide variations between the 33 regional associations.

For purposes of simplification this Report defines them into three categories.

1. The larger and very capable such as North Harbour, Manawatu and Canterbury – who have the capacity and resources to assist NZHF to take a leadership role as key delivery centers in their regions
2. The middle size such as Nelson, who are well managed and capable of working with the larger ones in the form of regional delivery branches/sub centers. If managed correctly it could also create a mentoring relationship between them.
3. The smaller and/or less resourced, a number of who are struggling to do their job locally let alone regionally. They have a role to play in looking after the local Game. They are still part of the association delivery structure and for this reason they need to be supported.

Conclusion

As the national body for Hockey, the NZHF is expected to take the leadership role in improving the capability of its 33 association regional structure. The better resourced associations are capable of doing this themselves. However by combining the resources of both, it will be possible to improve the Game as a whole nationwide, especially if the resources from other sports, Local Authorities (LAs), Regional Sports Trust's (RSTs) and fellow associations - here and overseas – are factored in.

The Report

Introduction

The overarching objective of the review is to improve the administration and management capability of the 33 regional associations to ensure they are robust enough to a) deliver quality programmes and services at the local/community level of the Game and b) deliver the relevant parts of NZHF's Strategic Plan over the next 3-5 years.

As the Review progressed it became evident there were other larger and wider issues that need to be addressed. They revolved around the questions of a) resourcing the associations and who should be responsible for this, b) the role of the associations in improving the capability of clubs (and schools), c) the ability of the current 33 association structure to achieve this, and d) a better association delivery structure.

The Review was conducted in two stages.

Stage one was a questionnaire (Attachment 1) which was sent to 13 associations which represented a mix of large and small, rural and metropolitan, North and South Islands (Attachment 2). Interestingly, the questionnaire is being used by several associations as a checklist of best practice.

The second stage was consultation with each of the 13 associations using a combination of meetings and phone conversations. The initial meetings also included two clubs – Karori (Wellington) and HSOB (Christchurch). Because the number of clubs was too low, a supplementary survey was done of a representative group of clubs from the regions surveyed (Attachment 3).

The consultation process provided an insight into the issues facing the associations which helped to identify areas for improvement.

There were many excellent ideas and everyone made constructive comments about the future of the Game. All of them were keen to see the Game grow and develop. Most felt there is need for change. Many of the comments have been incorporated into this Report.

It should be noted:

- a) some associations feel a sense of frustration at their lack of resources which they believe has resulted in their (perceived) inability to improve the way their organisation operates. This Report should be viewed as a catalyst to change this perception.
- b) many of the issues raised are not unique to hockey. For instance fund raising, retaining volunteers, attracting and retaining young people - particularly young women - affects almost every sport in NZ.
- c) the process is not a review of the performance of individual people nor their association's current "On Field" programmes and services. The review is to

identify issues and recommend areas and strategies for improvement in their capability in their governance, management, planning and so on - in short, in the way they conduct their business.

1. The Changing Background of Sport in NZ

Sport in New Zealand has undergone considerable change in the last few years and hockey, primarily through the NZ Hockey Federation (NZHF), has been an integral part of this.

- The changes reflect the development of sport management internationally and nationally, particularly with the creation of SPARC as the Crown's agency for sport and recreation.
- The implication of hockey being one of SPARC's higher funded sports is significant as it directly involves the extent of future funding for NZHF's programmes and services. The funding for all such sports will be reviewed in 2006.
- One of the biggest challenges for sport in New Zealand is the capability of its infrastructure – associations, federations, regions or districts – to deliver quality programmes and services regionally and locally in a manner that aligns and integrates with national strategy
- This is important. It is the national body that has the ability and authority to access significant public sector funds from SPARC and it is the latter that sets the agenda in terms of the use of such funds and outcomes. In short SPARC want a return on their investment.
- SPARC's ultimate objectives are to a) have a more active nation, b) increase participation in sport and other physical activities and c) produce results in key international events (i.e. events that are important to the nation).
- The strategic objectives of NZHF are based on a philosophy of national strategy, regional delivery, locally owned and driven.

The two factors - status and funding – have enabled NZHF to receive preferential treatment from SPARC ahead of many other sports. In return NZHF is responsible for ensuring it delivers its share of the outcomes expected by SPARC and by its other key stakeholders, sponsors and members.

The NZHF has moved a long way in recent years. This is a reflection of a considerable amount of hard work by its board, management and staff to improve the Organisation and its programmes and services to its members.

2. The Challenge Ahead

The challenge for every sport in NZ is to ensure it has a strong nationwide base. Initially this was built around the association structure. Their traditional role was to look after the local competition and attend to the general interests of their (local) member clubs. They represented the amateur/community/recreational aspect of the Game.

Over time their role encompassed new areas like player and coach development but fundamentally they still represented the interests of the local Game.

Basically there was no greater expectation of them than this.

They were never intended nor designed to run the type of operation expected of them today.

This changed with the advent of public sector funding from the Hillary Commission (now known as SPARC) and the demand for greater accountability from the national sports bodies in terms of a) governance and other aspects of their capability and b) high performance results.

This standard of accountability did not flow down to the lower level of sport to anywhere near the same extent.

The end result is that the development of infrastructure, management and administration of grass roots sport has lagged behind its national office counterpart.

As sport became more “professional”, as volunteers gave way to paid staff and as key funders demanded greater accountability and better results, many associations struggled to keep pace with the changes in sport administration. This was heightened by a lack of resources and the view that the traditional association structure had done its job.

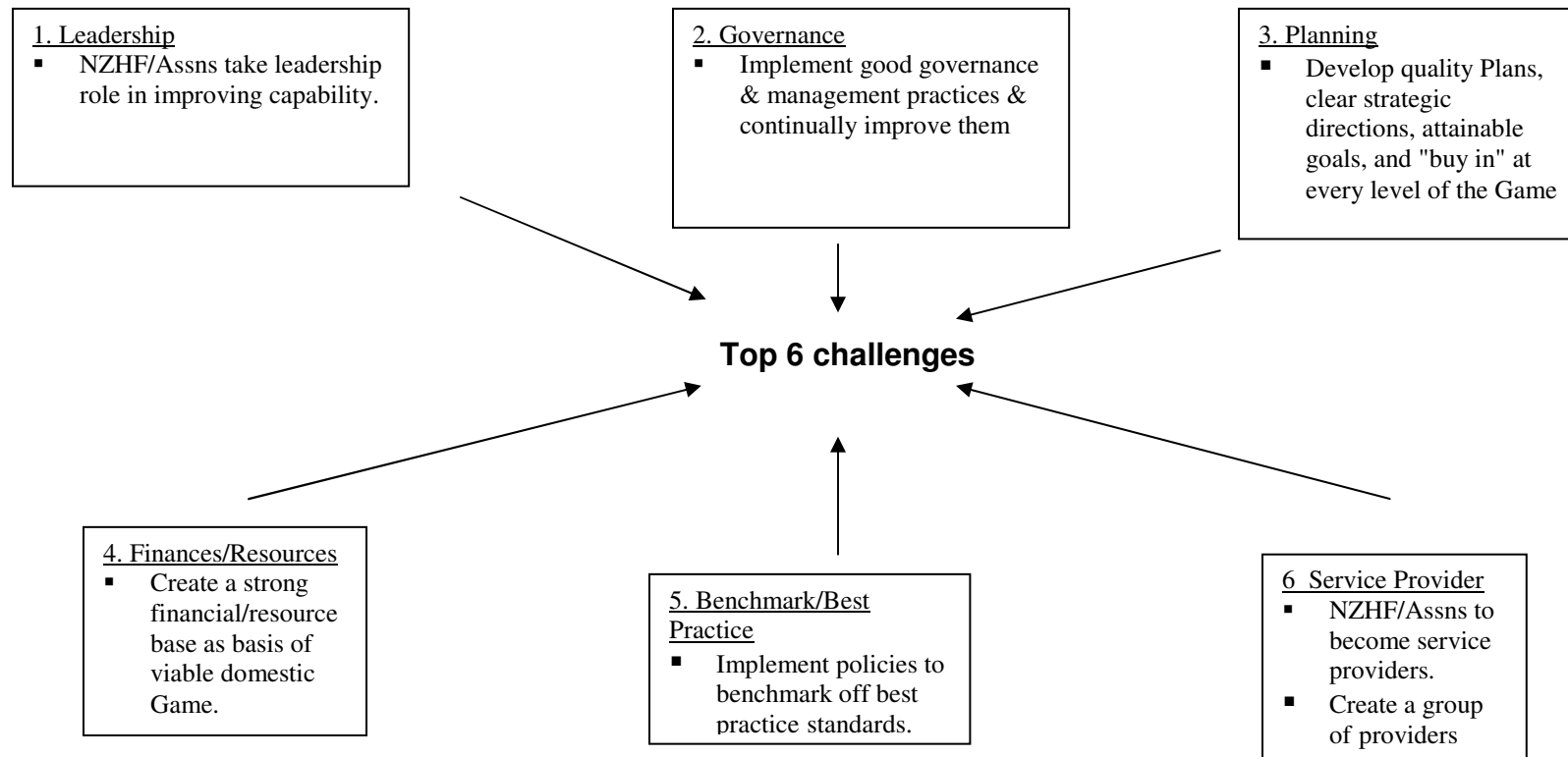
The net effect has been a steady shift away from the association structure principally because many administrators felt they had become a liability, to be replaced (formally and informally) by a more regional/federation/district type structure which –

- did not represent the “old guard”
- could deliver specific national outcomes/results
- covered a wider, regionally based, geographical area
- were fewer in number and easier to manage.

Given this backdrop, the challenge for NZHF is to step back and look critically at its 33 association structure to ensure it is performing as it should and that it represents the future direction of the Game in New Zealand.

In the process it is worth remembering that in common with all national sports bodies, NZHF and the regional associations face a number of challenges. They are summarized in Table 1.

Table 1: Top 6 Challenges



Section 1: Response to the Capability Review

1. Constitution.

The 13 associations surveyed are Incorporated Societies, each operating under their own constitution. Most advised that very few of their board members had updated copies with a number advising their constitution had not been updated for some time.

As the board is the ultimate accountable authority it is good practice to ensure every board member has a copy of an updated constitution.

Reviewing and updating constitutions should be done every 3 -5 years.

The reason for this is that over time rules become redundant and do not reflect what is actually being practiced by the organisation's boards, management or general membership, or simply do not reflect the change in direction by the organisation itself. The net result is that board's unwittingly place themselves at risk by operating outside their own constitution. In short, they are acting ultra vires - beyond their legal powers.

Recommendation 1

Each association to periodically review and update its constitution to ensure it reflects current practice and to ensure the board continues to act within the constitution.

In regard to the question of the Code of Conduct, all but two of the thirteen association's have Codes. They are incorporated into their constitution or are held as separate documents based on the NZHF code.

It is suggested that the same review and update process be applied to the Code of Conduct as applies to the constitution.

Recommendation 2

Where this is not the case it is recommended that the Code of Conduct be incorporated into the constitution of each association. Further, for those who do not have a written code it is recommended they have one by the start of the 2005/06 season

2. The Board

The boards for sport and other not for profit organisations consist of volunteers who give up their time for the betterment of their organisation. They come from diverse backgrounds and experiences and coupled with their volunteer nature, they can be an enormous asset (also an enormous liability) to the organisation.

The larger and better resourced associations employ full time Executive Directors (ED) and/or administrators, while a number of the smaller ones have some form of administration support (paid and/or volunteer).

The boards of the better resourced associations tend to focus more on governance and strategy whereas the smaller associations tend to be more operational and concerned with the day to day activities of the organisation. This does not mean to say they are not well run – indeed a number are, Nelson being a good example, but over time there is an expectation they will evolve from this to become more governance focused.

However a number of the associations are struggling and consequently basics like business planning and financial reporting are lacking. The Review showed they need extra support to enable them to do their job adequately.

The Review notes that of the 13 associations surveyed approximately 4 (25%) fit this category. If this figure is extrapolated across all 33 associations it is conceivable that between 8-10 associations (possibly more given the review did not cover many of the smaller ones) are at risk of falling into this category.

It is worth noting there is a perception by some board members that the standard for boards in the not for profit (NFP) sector does not need to be as high as in the commercial sector.

This is not correct. The NFP sector is a significant contributor to the economy - \$23 billion or 18% of GDP- and a significant contributor to the well being of the nation.

Because of their complexity it is important NFP boards understand their role, function and responsibilities and that they are ultimately accountable to stakeholders for the performance of the organisation. This is why boards should continually look at ways of improving their performance.

There are a number of relatively simple actions they can take to help them improve performance. The Review highlighted three examples:

a) Evaluating the skills required by the board to meet the needs of the organisation.

The organisation will perform better if its board and management have the requisite skills. Boards should regularly assess their skills and knowledge against that needed by the organisation, identify gaps (if any) and plan to fill the gaps. The process is not difficult and can be done through training, using external appointments/secondments (provided the rules allow for this) to the board, using specialist advisory committees and by succession planning.

Either way it would not be difficult to draw up a checklist of the skills required by the boards of the regional associations.

b) Board evaluation of its own performance.

Again this can be a simple device whereby the board evaluates its performance each year as part of a process of continuous *quality* improvement. The evaluation highlights where the board is performing well and where it can be improved. This process can easily be done by the board itself, by the ED or by an independent adviser.

It would not be difficult to develop a standard evaluation template for the 33 regional associations.

c) Risk assessment and management.

This is a critically important area of a board's workload activity in both the commercial and in the not for profit sectors.

Examples highlighted in the Review are:

- personnel: - the organisation's reliance on its ED/manager and the lack of succession planning for those positions
- financial management: the lack of safeguards against fraud and malpractice
- IT management: lack of policy and /or procedures to prevent the loss of data and related critical information.

Often risk can be managed through simple policies but before this stage is reached it is necessary for the board/management to identify key risk areas, assess them and then determine policy. This topic could be an agenda item for an administration workshop.

In terms of doing a risk assessment, a simple matrix can help boards/management identify areas of risk based on high/low probability and high/low impact criteria.

Examples of other areas of potential risk identified in the Review process are:

- a general lack of documentation – the implications of this in terms of succession planning (the “what if” scenario) could be severe if all the information, policies and manuals are locked in the ED's/manager's head
- a lack of understanding about how to make the best use of committees – they can make a significant contribution by sharing the board's workload and by acting as an adviser to the board and ED/manager, provided the committees clearly understand their role and the limitations of their authority
- concern about the calibre of candidates from clubs for association boards and committees

- concern about the lack of interest by young people in board, committee work and general administration
- lack of professional development and training opportunities for boards and staff (the national administration conference run by NZHF received high praise – it is suggested a similar exercise could be done for the chairs of boards).

The Review highlighted the need by boards for a) greater awareness about board member's awareness of their role, responsibilities and accountabilities and b) the importance of implementing programmes to ensure individual board members (and the board collectively) continue to improve their performance.

Recommendation 3

As a first but important step it is recommended that by December 2005 a Best Practice Governance manual be developed for each association's board and management. This would include the points made above as well as include other important guidelines on governance.

3. Meetings

In the main the basics of running board (and committee) meetings were being met by the 13 associations. Apart from the fact that not all boards receive their papers, including financial reports, prior to their meetings (which ought to be done as standard practice) as a general comment the standard of meetings procedurally was good.

However what was not up to the same standard was making the best use of meeting time. In the main there was too much emphasis on quantity and too little emphasis on quality.

An analysis of the minutes showed that a significant amount of time was spent on day to day, short term operational matters and not enough time on the longer term, looking forward strategic issues.

It is accepted that a number of the associations are small and under resourced and that operational issues will dominate board meeting. But there ought to be no reason why board's cannot restructure the agenda and the management of their time to allow more quality thinking, discussion and analysis time on the longer term and more important issues.

Research by *DrivingForces* shows that many boards in the NFP sector (which includes virtually every sport organisation) spend approximately 70% of their time on operational matters – of which half of this is on issues that have happened and cannot be changed – and 30% of their time on longer term strategic issues. This may be understandable for newly established or under resourced boards but not for mature and resourced ones.

In terms of good governance the ratio is the wrong way around. In terms of practical board management there needs to be a far better balance between the governance and operational requirements of the organisation.

Further, research also shows that on average NFP board members spend 100 hours a year on the affairs of the organisation (compared to 1800 hours a year by full time staff).

This means a) board members' time is valuable and not to be wasted on minutia - in short every second counts - and b) boards should utilise the skills and knowledge of paid staff and advisory committees to help prevent unproductive board time.

It is suggested that each association board considers the above and whether they are making the best use of their time. In the event they feel they are not, it is suggested they develop a board working plan/agenda.

This is a plan that sets out the main issues to be addressed by the board for the ensuing year. In its simplest form it is based around the meeting dates for the year with key agenda items designated for each meeting e.g. annual business plan/budget. This helps the board set and prioritise its agenda and it helps it identify meetings that should be held as opposed to meeting for the sake of it.

Planning the board's work agenda should be included in the Best Practice Governance Manual referred to earlier.

4. Administration

As expected, the quality of administration varies between the better resourced associations and the less well resourced, paid vs. non paid and full vs. part time employees.

A number of the associations have good administration capability. North Harbour and Manawatu are examples of this, and it is suggested that consideration be given to how the systems and processes of the leading associations can be a) utilised for the benefit of associations who are struggling with their administrative functions and b) used as templates and benchmark standards for the others.

The associations reviewed advised they had no problem with the notion of sharing information – indeed a number welcomed it. Whether they are too busy to do anything about it is another matter. This is where NZHF can proactively facilitate the sharing process.

The areas that received relatively little attention were training, HR (including basics like job descriptions and performance appraisals), volunteer management, health and safety and, to an extent, marketing and fundraising. Although they are operational matters and therefore the responsibility of management it is incumbent on the board to ensure they are planned, attended to and are adequately resourced.

Several of the smaller associations commented that for various reasons they are not realising their potential, are not contributing to their area (clubs/schools), are not taking

the Game forward, are not in a position to deliver regional strategy programmes and services let alone national ones, and are still local rather than regional in their focus.

There is no quick fix to this but Sections 3 and 4 of this Report suggest how the situation can be improved. However it is stressed each association is ultimately responsible (and accountable) for its own well being, including assessing how they can work smarter, employing the right people for the right job, training, introducing operating efficiencies and so forth.

With respect to the question about the administration of the turf, the response to this varied from minimal to considerable. A key determining factor is the ownership of the turf - association, trust or council - and the financial arrangement over its maintenance and eventual replacement. Most, but not all, of the associations have excellent relationships with their local council and trusts and are working with them as *partners* in providing a quality facility for their area/sport.

However, all 13 associations were clear that the building, management and maintenance of a million dollar turf and associated complex is not only a major investment but it is a big task operationally (one small association made the point they are the turf facility manager as no one else will do it). A number reported their current facilities are insufficient to meet growing demand, especially for junior hockey, and are looking at the feasibility of building another turf or working with schools that have one.

5. Delivery Infrastructure

This section relates to the capacity of the associations to deliver programmes and services to their local clubs and schools. Their ability to do this is pivotal to the philosophy of *national strategy, regional delivery, locally owned and driven*. It is also pivotal to the growth and well being of the Game nationwide.

The key to this is to identify an appropriate infrastructure which can be used by NZHF as a resource to deliver national programmes/services into every part of the country.

A significant resource for the Sport is the 16 Regional Development Managers (RDMs). Employed by RST's and the local hockey associations, NZHF contributes funds to each of them and in return the associations develop job descriptions that include their own and NZHF's requirements.

The RDMs are a resource and have considerable potential to help the associations.

Even though it is understood each association has access to an RDM whose KPIs include a designated number of school visits, interestingly several associations commented an RDM would enable them to provide more support to clubs as well as schools but that the lack of resources meant they could only support clubs.

Notwithstanding the above, it may be timely to review the geographical spread, role and resourcing of the RDMs to ensure optimal use is being made of them. It is accepted that it would be very difficult to find, let alone afford, competent RDMs for all 33 associations but a review may reaffirm the current strategy or it may recommend ways of improving it, especially in the context of the recommendation in Section 4 of this Report.

Such a review could be done at the RDM's annual conference. As part of this it is suggested that NZHF compare/benchmark the performance of associations with, and those without RDMs in terms of key performance measures/indicators such as a) umpire and coach accreditation/development and b) junior growth/development.

Recommendation 4

It is recommended that the RDM's role be reviewed to ensure they are achieving the optimal outcomes for their regions and for NZHF and that key national benchmark standards be established.

6. Plans

A number of the associations have spent considerable time and effort on planning.

Unfortunately this does not apply to all of them. Even though they acknowledged the importance of planning and that it is an integral part of every organisation's activities, it was not being done due to a lack of time, a lack of expertise, a lack of resources and, in some instances, the belief that planning is of limited use in the "real world".

Evidence shows those organisations most likely to succeed are those who plan how they intend to succeed. Planning helps them to:

- establish a direction - strategic and business - on where it wants to be in a given time - 12 months for a business/operating plan, 3-5 years for a strategic plan
- identify the goals it wants to achieve within the designated timeframe
- identify the resources it needs to achieve its objectives/goals
- establish targets/performance measures to ensure it is on track
- respond to changes in the environment that could impact on it – political, social, economic - local, national and international
- provide the basis of reporting performance to stakeholders.

a) Strategic Plan

The strategic plan sets the longer term (3-5 years) strategic direction of the organisation. The board is responsible for doing this and the board is ultimately accountable to stakeholders for results.

The Review showed that most of the associations have, or plan to have, strategic plans. A small group advised they are struggling with this because the day to day imperatives of running their organisation dictates how they spend their time. This group needs assistance to help them to prepare a simple strategic plan.

Of those who have strategic plans, there are large differences in their quality. Some were very detailed, others were business rather than strategic (the two are different and serve different but complementary purposes), while others were very general and more in the nature of statements of intent.

None of them had any financial information or information about the resources needed to implement their plans. This information is important because as part of the process of signing off the plan, the board needs to know the plan is consistent with the strategic direction of the organisation and that it has the funds to meet its financial commitments without compromising its financial viability.

Note: It is understood the national administrators' conference will continue to be run as part of NZHF's professional development and training programme. Additional to this it is suggested consideration be given to holding a *regional* administrators conference as this will allow other people from the associations and clubs to attend and benefit from the sharing of knowledge and information (and best practice).

b) Business Plan

A business/operating plan is different from a strategic plan.

Whereas strategic plans are longer term, with the strategic direction set by the board (or ought to be) and are the macro management of the organisation, business plans are the detailed operational execution of the strategic plan and are developed and driven by management.

The function of a business plan is twofold - a) to pick up the main elements of the strategic plan as prioritised by the board for a given year and b) to manage the operational activities of the organisation.

For reasons mentioned earlier the business plan, accompanied by a budget (and other relevant financial information such as a cash flow) and performance indicators, should be approved by the board.

Many, but not all, of the associations have annual business/operating plans and budgets and regularly report to their boards. A number of the reports are of a high standard.

However two factors emerged that need to be flagged:

- a) the first is some associations focused only on the budget rather than the budget *plus* the plan
- b) the second is several of them did business plans *only* because they were required to by their bank when applying for loans for their turfs.

Recommendation 5

To improve the quality and consistency of planning it is recommended that NZHF creates templates on a) simple strategic and b) simple business plans as a resource for the associations to show how the elements of such planning are used.

Further it is recommended that NZHF run workshops on best practice strategic and business planning.

c) & d) Communications and Media

At a time when every sport organisation is competing for its share of funds, membership, media profile and public support, its ability to communicate articulately and cost effectively to a diverse range of stakeholders is paramount. Moreover, stakeholders today expect to be kept well informed about what is happening in the organisation they are involved in.

The Review found that all 13 associations have close contacts with the media and most of them have designated spokespeople. Very few of them have a formal communications and/or media plan. For the smaller ones this may be a matter of resources and familiarity with their environment but it is strongly suggested that all associations formalise this area with a simple plan.

Many associations commented on the breakdown in communications with clubs and, in particular, the blocking effect of the club secretary (or similar official). This is a matter best dealt with at local level but suffice to say one association has addressed it by establishing regular meetings with club delegates. On a similar note, some sport organisations have appointed liaison officers from their volunteers to act as an informal interface with clubs. Both strategies seem to work reasonably well.

Today's communication/information plans have to involve e-technology.

E-mails are now standard business practice and are used extensively as a communications tool by almost everyone with access to a computer.

The internet/web site is both a communications and an information tool and one which is used extensively by young people. Interestingly a number of the smaller associations do not have them.

It is suggested in the short term NZHF consider ways of helping them by recommending the services of a good, low cost web designer. Longer term consideration could be given to how it (NZHF) can create a national "look and feel" website for all 33 associations. It is expected sponsors would certainly appreciate the opportunity to be part of a national initiative.

Cell phones and text messaging is commonplace among young people - a key target audience for every sport.

Sport faces the challenge of recruiting and retaining teenage members. This is helped if young people are communicated to in their “language”. Their language is predominantly based around e-technology, e-mails, mobile phones/texting and web sites.

The web has is proven to be an excellent method of communicating a raft of information from competition draws/results through to what’s happening in the world of hockey. The mobile phone with its texting capability has become a widely used communication tool and other devices such as Ipacs are here or on their way. Sport administrators need to keep up with these changes.

Competition for media coverage is intense. The media can only give a certain amount of coverage to sport and demand for this frequently exceeds supply. It is up to each sport and sport organisation to ensure it gets its share of media coverage (or else lose it to another sport). This is why a media plan/manual and a media tool kit on how to get the best from the media are very useful resources for associations and clubs. It is understood NZHF has developed a media manual.

Recommendation 6

In order to assist all of the associations it is recommended that NZHF’s media manual be reviewed to ensure it is up to date and that this together with a media kit, including templates, to be circulated to every association.

7. Financial Management

Finance is an area which has to be managed properly. It is an area where the very highest standards of accountability are expected. In this respect it is an area of zero tolerance.

a) Board’s Responsibilities

The board is ultimately responsible for the financial performance of the organisation which means it is responsible for ensuring there are sufficient funds to meet its operating costs, funds are used as intended, reports are approved and minuted and funds are accounted for in the proper manner to members and stakeholders.

Boards have to have accurate and timely financial reports at every board meeting. This should be one of the board’s “no exceptions” policies. There should be at least one board member who understands how to read a set of accounts and a balance sheet.

It is suggested that as part of the induction programme for new/non finance board members a session should be spent on the basics of financial reports, for example understanding the difference between an I & E account and how to read a balance sheet.

Financial reports need to be approved by the board and formally minuted. If the board is not happy with the financial reports it receives it should stipulate what it wants and insist that they be presented in the manner prescribed.

b) Reports

The Review showed a wide range of financial reporting styles. Some have large amounts of detailed information and others the bare minimum, some were presented in a simple spreadsheet format, others were complex and difficult to follow, some had balance sheets, most did not. Some did not present any financial reports at all.

As a general comment, the quality of the financial reporting of most of the associations needs to be improved.

It is suggested this be done in stages:

- a survey be conducted of the format of the chart of accounts, financial reports and soft/hardware systems currently used by the 33 associations.
- From this select a format currently used by a high performing association (for example North Harbour or Manawatu) to see if it can be adapted as a template for the other associations
- If it can be adapted it is proposed that it be used as a standard accounts/reporting template by the all associations.

The overarching objective is to improve the standard of financial management and reporting by the associations.

There is no reason why this cannot be achieved, especially if all the associations and NZHF used a standard networking software system such as Green Trees or Money Works.

There are benefits of improving the accounting and reporting systems. The more obvious ones are:

- improve the quality of financial management
- enable the board to exercise proper oversight of the organisation's financial performance
- create the ability to compare (benchmark) the financial performance of individual associations against others in their sector
- enable the NZHF to keep an overview of the financial health and performance of the 33 associations and hockey generally.

Recommendation 7

NZHF consider the above and form a small working group to review and recommend improvements in the financial management systems and reporting by the associations with a view of adopting a standard system.

c) Source of Funds

Not surprisingly in regard to the financial performance of the 13 associations the Review showed some are struggling financially. For some this is a reflection of their financial management, for others it reflects their ability to extract sufficient income from players/teams by way of affiliation fees to cover the cost of administration, and for others it reflects the cost of maintaining the turf (let alone paying for an additional one) and its associated facilities.

In terms of income, separate from levies and turf fees, there is a large reliance on trust funds. In several instances it is the *main* source of income. This raises the question of risk. Association boards need to be satisfied that relying on trust funds to the extent they do is an acceptable risk and does not jeopardise the longer term financial viability of the organisation.

To this extent it is absolutely crucial that the associations ensure a prudent balance between “external” income from trusts, sponsors and donors and the like, and “internal” income from the sport itself. Equally it is important for the associations to secure their long term financial viability.

d) Finance Committees

Several associations have finance committees. Some of the bigger ones have audit committees. Technically they have different functions but in practical terms they are one and the same; that is, the committees overview the financial management and systems in the organisation and liaise with its external auditors.

In terms of committees of the board, they should have clearly a defined purpose, terms of reference and limitations on their authority.

e) Policy on Surplus and Reserve Funds

There was relatively little in the way of policy on the management of surplus funds by the associations. The protection of such funds is one of the board's priorities and it is suggested that standard policies/guidelines be developed for investing and managing surplus funds.

Likewise it is prudent management to ensure the organisation has sufficient reserves to cover any short term cash flow problems. It is suggested that consideration be given to establishing reserves equivalent to 3-4 months core operating costs.

Recommendation 8

Where it is not being done and as part of improvement in financial management, it is recommended that the associations have policies/guidelines on the management of surplus funds and further, they establish a reserve fund equal to 3-4 months of their core operating costs to cover any gaps in cash flow.

8. Volunteers (“Ordinary people, extraordinary contribution”)

All 33 associations acknowledged the importance of their volunteers and the role they play in underpinning the running of their sport and every one of them expressed concern about the shrinking volunteer base - a matter of concern to all sport bodies.

There are many reasons for this - changes in the social and recreational environment, pressure of time, declining interest in local/community affairs, inability to identify with a club or a team, the “old guard” ceiling syndrome (volunteers refusing to move on and/or make way for others) and so forth.

One reason however is the perception that paid staff are paid to do all the work and volunteers are no longer needed.

Nothing could be further from the truth.

Volunteers are needed. But what is also needed is a common sense approach on how to recruit and retain them.

Most sport organisations are proactive in recruiting and retaining their volunteer base and the associations are no exception to this. They do the basics well; for instance providing newsletters and acknowledging their contribution in Annual Reports and the like.

But it should go further than this. Each association ought to have a data base of their key volunteers, have proper induction and training for them, have a manual on volunteer management, where possible attend courses on recruiting/managing volunteers, target retired and semi retired people in the community and so forth.

It is proposed that the topic of volunteer management should be on the agenda for a future NZHF national administration workshop - it would be interesting for the associations to compare notes on this subject.

Note: The NZ Federation of Voluntary Welfare Organisations has published a manual on managing volunteers at a cost \$16.50 per copy. SPARC likewise has put out material titled “Running Sports Modules – Volunteers”

9. Relationships

Almost without exception the associations understand the importance of sound relationships at local/community level although at times it was acknowledged this is due more to practical necessity than to any feeling of collegiality.

a) Other Sports

A surprising aspect was the apparent lack of contact with other sport organisations in their areas. (This comment does not apply to all associations but it does to a sufficient number to warrant flagging). This ought to be a logical point for networking, sourcing of information, sharing experiences and cross-fertilising ideas.

The regional sports trusts ought to be well placed to facilitate this - formally and informally - and many do. *Despite this there is no reason why the ED's/managers of the individual hockey associations should not take the initiative and set up their own networks and forums.*

A similar strategy could be applied with the RDMs (or equivalent) of the various sports.

The RDMs are ideally placed to act as a bridge between associations, clubs and schools and could facilitate similar networks and forums.

b) Clubs

In terms of the relationship with clubs the associations are aware of its importance and practice it through their coaching, competitions, player development and related programmes, and generally by liaising with them.

It was suggested that the better resourced associations should consider how they might assist some of the under resourced clubs by managing their administration for them, especially financial and administration. This type of support would add real value to the relationship.

c) Schools

The relationship between clubs and secondary schools is, in the main, also good. This is especially so in areas where secondary school hockey comes under the umbrella of the association and where secondary school teams are able to play in their own competitions as well as club competitions (albeit for some this is the only way they can get a respectable senior competition). It should be noted the other area of commonality is sharing school turfs.

The main exception is Auckland where for various reasons, not the least the importance of sport to many schools, the clubs and secondary schools tend to run separate programmes. (This situation is not just confined to hockey, it also applies to other sports e.g. soccer). It may change in the future.

10 Benchmarking and Best Practice

a) Benchmarking

Most of the associations have heard of benchmarking but few really understand how it works and even fewer apply it.

This is an area where a few simple benchmark standards in key performance areas, e.g. financial, could provide useful comparative data for the associations to measure their performance against.

For instance, they could compare key financial baseline indicators against other associations of like size and even against an association or “industry” norm. Evidence from other NFP and commercial organisations shows this to be an excellent way improving financial performance.

The same principle can be applied to other areas of operational activities such as membership growth for example.

Note: One of the benefits of benchmarking is that in identifying outstanding performers it not only provides examples of what can be achieved but it also creates the opportunity to acknowledge outstanding associations and, as it were, award them a “quality mark” or similar status (maybe call them Super Associations). Standards of excellence are thereby created for others to emulate. The same principle could easily be applied by the associations to clubs.

Recommendation 9

It is recommended that guidelines on benchmarking be developed and a programme set up of key benchmark performance/standards for the associations to measure themselves against.

b) Best Practice

Most of the associations understand it and a number are applying it informally but there appears to be neither specific strategy nor policy to formally practice it.

Best practice applies not just to governance but to every aspect of an organisation's activities - on and off the field.

Recommendation 10

Because of its fundamental importance it is recommended that guidelines be developed for all the associations on best practice governance and in time, strategic and business planning, communications, financial management, risk management and HR management.

11. Value for Money

Value for Money is commented specifically on in the next Section (2) but it also ties in with Sections 3 and 4.

The associations surveyed thought they provided value for money to the clubs and schools but there were mixed views about whether the NZHF did the same for the associations.

The real question is not what did or did not happen in the past but what needs to happen in the future.

The NZHF is the national body and it is for this reason that this Report stresses the importance of its leadership role in improving the capability of the associations. If the associations are properly resourced it enables them to take a similar role with clubs and schools in their regions.

Section 2: Value for Money

2.1 From the NZHF to the Associations

As expected, there were mixed opinions about whether the associations receive value for money from NZHF. A number reported they receive excellent value, appreciate the support of staff and management to their requests (“always there for guidance”), and also appreciate the fact that the board and management have made a big effort to work with them as seen with the decision to hold board meetings in the regions.

“I think both NZHF and our association do the best with the minimal resources they have available.”

Others were less complimentary with the feeling that the relationship appears to be one way in favour of NZHF. Areas complained about include a lack of understanding about the workload of the associations; the expectation of quick turnaround of (too many) surveys; tardiness in responding to association requests; and generally not getting value for fees paid.

“The money we pay NZHF each year in various fees would add much more value to our organisation by the employment of additional people compared with the somewhat intangible benefits we might receive from NZHF. That’s not to say that NZHF is not doing good things— its just that their priorities are focused in places other than the associations.”

Both sets of comments - supportive and less supportive - are not unique to hockey. Similar views have been expressed about other national sport bodies by their associations, federations, regions or districts. In many instances it is often more to do with perception than reality.

What NZHF has done or not done in the past, in the context of this Report, is not the issue.

The real issue is what it needs to do in the future.

This is the crux of the future relationship between the associations and NZHF and between the associations and clubs/schools. Therefore much of what is outlined in the following sections about NZHF applies equally to the associations.

2.2 From the Associations to the Clubs (and Schools)

The answer to the question of the associations providing value for money to the clubs is a mirror reflection of the same question asked about NZHF’s value to the associations.

A survey of a group of clubs from the 13 associations showed those from the bigger and better resourced associations receive greater value for money than those from the smaller and less well resourced associations.

The areas of support basically cover -

- courses and club forum opportunities -
 - coaching – good training and development programmes, clinics, support for junior teams
 - umpires
 - players –all grades
 - team manager
- regional development coordinators working with youth and schools
- assist clubs with -
 - strategic planning, youth work
 - advice about turf maintenance/replacement and management
 - junior hockey
- competitions
- costs kept at affordable level

The areas where they felt more support is needed –

- turf planning, maintenance and upgrades
- need for long term planning
- development of coaches, umpires and administrators
- planning – strategic and business
- promotion of the Game
- assist clubs to find sponsors
- improve the timing of competition draws
- improve their own administration and financial management
- equal treatment for all clubs, not just a few “favoured”/local ones
- ease the administration workload, e.g. turf booking and billing
- reduce the cost of playing the Game
- negotiate discounted equipment

Other areas identifies -

- associations to improve their own administration and financial management
- getting prompt and adequate information from the association and participating in decision making
- associations to organise the basics better e.g. umpires, coaches and team managers

The above comment leads to the first of the three substantive recommendations. Each recommendation builds off the other and each is interlocking.

2.3 Creating Value for Money –NZHF and Associations

The logical starting point is to identify the resources NZHF needs to help the associations to improve their performance. The reason for this is because NZHF is expected to take the leadership role. Some of the associations may take this role regionally but they are not in a position to do it nationally. Only the NZHF can do this.

1. The changing role and demands on NSO's

The role of national sport organisations (NSO's) has changed significantly over recent years. Gone are the days when all they were expected to do was to arrange national tournaments, the occasional international tour and select teams for various international events.

Today they are required to do far more.

They are expected to run sophisticated businesses worth millions of dollars; manage complex stakeholder relationships involving local clubs, regional associations, national and international bodies; provide a range of programmes and services that meet the needs of a diverse group of players - recreational, international and masters; organise national and international tournaments; provide coaches, umpires and officials and train them; produce results at key international events: keep funders, the media and the public informed and so on. In all, it's a big job for a small management team and a group of volunteers.

NZHF is a \$3.2 million dollar business with accountability to important stakeholders including major providers of funds such as SPARC (\$1.1million), sponsors (\$800,000) and members (\$500,000) and responsibility for producing results across a raft of activities.

2. Resources to do the job

To do the job properly and to the professional level expected by stakeholders, national sports bodies need to be properly resourced. Resources include not just money but people - the right number with the right skills in the right job, facilities, equipment and infrastructure to deliver national strategies, programmes and services down "the line" to regions, clubs and members.

To do this successfully involves planning.

Most national sport bodies develop 3-5 year strategic plans based on the resources available to them at the time of writing it. Most of them tend not factor into their plans the real cost and the actual resources required to implement it much beyond the initial first year or two.

The result is that the plan runs out of steam after this initial period to the point where it merely represents a statement of intent. In effect, the strategy is worked out but the resources to implement it are often left out. This is why so many strategic plans fail.

The way to prevent this happening is through Resource Planning.

Resource Planning is the bridge between the strategic plan and the business/operating plan. It identifies in detail the resources needed to effectively implement the strategic plan.

This Report contains a number of the elements from NZHF's strategic plan. It also contains a number of new ones. To implement both the Plan and the Report will require additional resources for NZHF and the associations.

The first step toward this is for NZHF to conduct a review and prepare a plan of the resources it will need to implement the recommendations in this Report.

It is further recommended that when this has been done, the regional associations conduct a similar review of the resources they need to assist the local clubs and schools.

Substantive Recommendation 1

It is recommended that NZHF conduct a review of the resources it needs to effectively implement its Strategic Plan and this Report and further, that it does so by way of a Resource Plan to ensure it has the resources to implement its Strategic Plan and this Report in full.

It is further recommended that the associations conduct similar reviews and develop their own Resource Plans.

Section 3: NZHF – a Service Centre

This Report highlights areas where the associations' performances can be improved. In most instances what is needed are resources and advisory support.

However it makes little sense if all 33 associations access it separately. This has been the case in the past and it has not worked for the smaller associations.

It requires a new approach, one which is more strategic and professionally focused, and where resources can be targeted cost effectively and efficiently.

The most logical source is NZHF.

Consistent with the direction being taken by other leading sports bodies there is an expectation that the role of national bodies is to provide a high level of services and support to their fee paying stakeholders.

Hockey is no exception. This theme was constantly reinforced throughout the Review.

This does not mean NZHF has not done anything in the past this area - it has and it has done it well. For example, it has accessed national funds; developed programmes and services for the associations, players and coaches; prepared players/teams for international competitions; provided funds for the RDM's; run workshops and so forth.

What it does mean is that there is an increasing expectation by the associations that if NZHF wants them to be an integral part of its national strategy it has to provide the resources, support and services to enable them to do their job properly and deliver the outcomes expected of them.

For this to happen NZHF has to reposition itself away from the traditional national sport body role to a new role as a service centre where the associations can access resources, advice and information.

In effect, NZHF needs to become a "One Stop Shop" providing resources and an advisory service on matters like –

- strategic and business planning
- financial management
- accounting software systems
- communications, media kits and website design
- templates for sponsorship proposals and trust fund applications
- employment contracts
- IT, database, e-technology advice

- management systems
- library/research information
- turf information
- and so forth.

It is proposed that special services additional to those agreed with the associations could be on a user-pays basis.

Apart from the benefits to the associations, the service centre concept also provides strategic benefits to NZHF:

- reinforces its strategic leadership role
- creates a more professional approach to the administration of the Game by the associations
- creates a focal point in developing and delivering quality capability resources down “the line”
- adds value to association affiliation fees
- creates the opportunity to generate income separate from levies
- creates a “flow on” for similar services to be provided by associations to clubs and schools.

At the same time the associations need to consider how they can provide similar services to clubs and schools to help them improve their performance either by adapting those from NZHF or creating their own.

Substantive Recommendation 2

It is recommended that NZHF becomes a service centre to the associations.

Equally, the associations to provide a similar service to clubs and schools.

This recommendation has significant resource and financial implications which is why a resource review/plan is important (refer substantive recommendation # 1).

Section 4: The Future Association Capability Delivery Structure

a) The ability of the current association structure to grow the Game nationwide is limited

As mentioned in this Report, historically the association structure for most sports has focused on meeting the needs of their local clubs and to a lesser extent the local community (insofar as it served the needs of clubs). They have never been required to do more than this nor provide programmes such as coaching, player talent ID/development, competitions and so forth, beyond their local constituency.

Also, as mentioned, most national sport bodies are moving/have moved away from this structure to a more regional one with a different focus based on modern administration systems and fewer delivery units. For example NZ Soccer has 7 federations, Netball NZ has 12 regional districts. Their task is to deliver programmes/services that are originated by the national office into the region and to local clubs, schools and community.

Although the reasons for this are several, they essentially boil down to the drive by the national office and their principal stakeholders/funders for better use of scarce resources, more cost-effective delivery and greater accountability for results.

NZHF has identified its three key strategic areas, which are:

1. International champions
2. High profile sport and increasing spectator numbers
3. Efficient and effective administration

It is understood by the associations that the last strategic area - an efficient and effective administration - means they have the capability to do their job in a competent and efficient manner. *This includes their ability to deliver their part of NZHF's strategic plan.*

Note: The role of RST's, LA's, national/community trusts and SPARC are a further dimension but their role is not as delivery agents but to provide the external resources to enable this to happen.

Given the comments in this Report about the capability of the associations surveyed, the reality of all 33 associations ever being on an equal footing in terms of capability or delivery is highly unlikely. . The Report noted that 25%+ of the associations surveyed are struggling to fulfill their basic day to day operational obligations. It is likely this figure would be much higher if all the small associations not surveyed are factored in.

The position is compounded by the disproportionate spread of registered players. NZHF's latest (2003/4) Annual Report shows that of the 33 associations, 18 (55%) have fewer than 1000 registered players; of which 9 associations (27%) have 500 (+/-).

It is suggested that those with fewer than 1000 players, and particularly those in the 500 player category, are least likely to meet the capability/delivery test.

Although the lack of numbers does not mean they are not well run it does mean they are at the greatest risk of being affected by changes in the environment they operate in. And, for many of them, these changes have already occurred.

For instance, many rural communities are feeling the effect of the move by younger people and families into areas where there are better education, job and lifestyle opportunities. For example the 9 associations with fewer than 500 registered players have lost 56 players, or 3% of their total, from a year ago.

This may not seem much but it highlights a trend that has been evident for some time. If it continues it does not auger well for them nor the future of the Game at the smaller provincial/community level unless something is done about it.

Interestingly, for the Game as a whole, the number of registered players increased in the last twelve months by 206 (0.5%). Although the numbers varied between associations basically this represent static growth nationally. It would not be good for the Game if this became a trend.

In effect, for the growth and development of the Game, this is not just a small provincial association issue but a national one too.

b) Improving the capability and efficiency of the association structure by utilising its strengths

Logic would say that the Game does not need a structure based on 33 associations, each duplicating expensive facilities and each competing for scarce resources.

Logic would say it makes considerable sense to look at how the present structure can be improved.

This can be done relatively easily by utilising the strengths of the associations who have the resources and who are capable of meeting both national and regional as well as local needs while allowing the others who are not at this level to continue to run the local Game.

Given this, it is proposed the delivery aspect of the Game be based around NZHF national strategy. This would result in programmes and services being delivered by a small number of well resourced associations as regional delivery centres (RDC's) with a smaller number of associations to act as "branches" responsible for delivering to the small provincial/ community centres. The provincial/community centres would, in turn, continue to run their local competition and turf facilities (where they exist) Table 2..

The strength of the association structure would then be utilised in a way that would:

- allow the bigger and better resourced associations to take over the responsibility of delivering at regional level (whether as a RDC or a "branch" of a RDC)
- take the pressure of the smaller associations and allow them to manage their area within their capability and resource limitations
- ensure the local ownership and flavour of the Game is not lost.

This model would reflect the “national strategy, regional delivery, locally owned and driven” philosophy.

Combined with the work being done by the RDM's it would give a real focus to this aspect of the Game.

It is proposed that the regional delivery centre structure be based on the National Hockey League 8 regional breakout but modified to allow a group of associations to be “branches” or sub-centres as the “delivery arm” of the RDCs ,

An example of the breakout of the RDC and branches/sub-centres follows:

1. Northland - based on Whangarei
2. North Harbour
3. Auckland
4. Midlands - based on Waikato with Counties Manakau and Tauranga as branches/sub-centres
5. Central - based on Manawatu with Taranaki and Hawkes Bay as branches/sub-centres
6. Wellington - based on Wellington with Nelson and Wairapara as branches/sub-centres
7. Canterbury – based on Canterbury with Marlborough and South Canterbury as branches/sub-centres
8. Southern –based on Otago with Invercargill as the branch/sub-centre

Summary: 8 regional delivery centres, 9 branches/sub-centres with the balance of the associations being the small provincial/local centres.

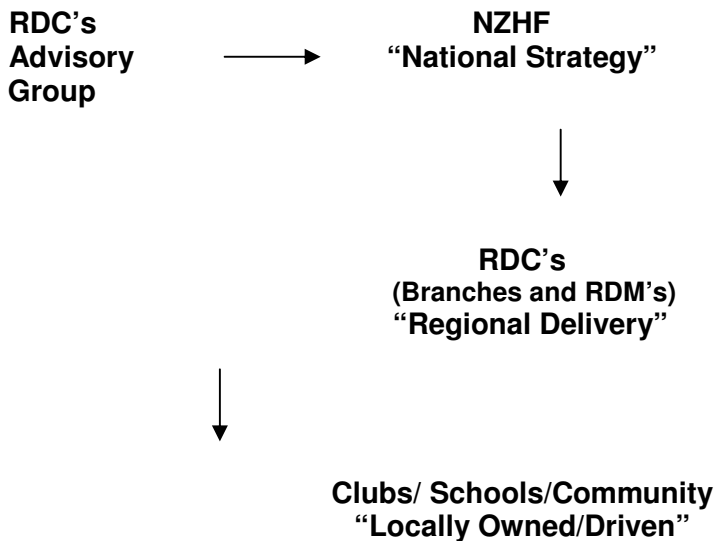
This leads to the third and most important of the substantive recommendations.

Substantive Recommendation 3

It is recommended that the NZHF improve the capability and efficiency of the current 33 association structure by

- a) using the larger associations as *regional delivery centres*, based on the National Hockey League’s eight regional breakout,**
- b) using a select group of associations to deliver on behalf of the RDC’s as “branches”/sub-centres and**
- c) the remaining associations to run their local Game.**

Table 2: Regional Delivery Structure



c) The role of RDC's

The objective of the RDC's is to oversee the development of the Game within the region and to ensure the quality of programmes and services delivered.

To achieve this, their task will be to:

- deliver national programmes/services to clubs and schools in their region via the existing local associations and sub centres/branches structure in a manner that can be adapted to meet local/community needs
- monitor their implementation and evaluate and improve their effectiveness
- work with the RDM's to improve the overall capability and efficiency in their region
- report back to NZHF on the results with recommendations for improvement.

Further, it is proposed that consideration be given to RDC's:

- a) managing the core administration functions of the smaller associations (and sub associations – in the areas where they exist) to enable them to concentrate on their core On Field activities such as building their player base, running their local competitions and generally focusing on the growth and well being of the Game locally, and -
- b) providing an advisory service to the management of NZHF about improving the Game regionally and nationwide.

This will require extra resources for the RDC's. It is anticipated that some of the funds for this and for the proposed service centre role by NZHF will come from a combination of

local/community trusts and national trusts. It is also suggested funding be discussed with SPARC on the grounds that improving regional and local capability and delivery will help the Game and therefore help meet their (SPARC's) mandate.

Note: It would not be difficult to rationalise the proposed structure further by merging the RDC's as follows - 1, 2 & 3 based in Auckland; 4, 5 & 6 based in Wellington and 7 & 8 based in Christchurch. This would create 3 super RDC's supported by the others as sub-regions.

Finally, the Report's objective is to improve and up skill the capability of all 33 Regional Associations. Its recommendations do not affect their legal and operational independence. Rather, they reflect the type of changes that many other sports are undertaking. HZHF and the Associations can learn from their experience.

This is why the changes recommended in this Report are based on a process that is evolutionary rather than revolutionary.

Conclusion

This Report addresses the issues arising from the capability survey of a representative group of associations. From the answers given and the comments made at the meetings and during the consultation process, a series of recommendations are proposed for consideration by NZHF. Some of them are self-evident but others are not, and yet all of them are fundamental to the better governance, management and administration of the Game.

The Report acknowledges there are many well run associations, but equally there are a number that are not and their future viability as associations and those of their players, coaches, umpires and officials could be at risk. They could also put at risk the overall growth and development of the Game nationwide. The adage that a chain is only as strong as its weakest link applies equally to sport infrastructure as it does elsewhere.

Although NZHF is expected to take the leadership role in applying the Recommendations, it does not preclude the associations from taking every step to help themselves and from utilising the resources available to them including those of other sports, LA's, RST's and their own fellow associations.

However the real thrust of this Report is in the three sections that follow the capability review. The success or otherwise of the associations to do their job properly relies largely on the ability of the national body to provide the resources; this is paralleled by their own ability to help themselves and each other.

The first step is to ensure NZHF has the resources, or at the very least, access to resources, to provide the requisite support services to the associations. This is the reason for the recommendation for a review of NZHF resource requirements. The same applies to the associations.

The second is the recommendation that NZHF become a service centre for its associations. Their capability will be enhanced if they can access top quality advice and services from the national office. To do this NZHF has to be resourced. It is also proposed the better performing associations form part of NZHF's service strategy.

The third recommendation is a logical extension of the first two. In some respects it is far-reaching but in other respects it reflects the direction being taken by other leading sport organisations. It addresses the reality that the 33 association system is not the structure of the future and recommends an alternative based on utilising the best from the existing one. This recommendation is long-term but for reasons mentioned it will produce better nation wide results than the present structure.

This Report presents a challenge to the Game as a whole. It is a catalyst for new and different thinking. And it provides a framework to take the Game to the next stage in its development.

Indicative Implementation Plan and Timeframe

Consider and evaluate draft Report	February 2005
Finalise Report	March 2005
Communicate main recommendations to Associations} Feedback from the Associations }	April/May2005
Conduct Resource Review – NZHF/Associations	June 2005
Identify gaps and prepare Best Practice templates as prioritised by NZHF/Association	June 2005
Prepare plan for RDC structure	July 2005
Resource review finalised/approved} Strategy to fund resources }	Sept 2005
NZHF formally commence service center function	Jan 2006
RDC structure implemented	March 2006
Monitor/report implementation NZHF service center/RDC structure	June 2006
Implement programme of continuous quality improvement	Sept 2006
Review results NZHF service center/RDC structure	June 2007

Attachment 1

**NZHF Associations Capability Review Questionnaire.
June 2004**

Name of Association.....

Name of person filling in the questionnaire

Position e.g. President, CEO, Administrator/Secretary.....

Date.....

Introduction

It would be appreciated if you would complete this questionnaire and return it to me by 31 July 2004. You are one of 12 Associations being surveyed.

The questionnaire covers 11 topics. It would be appreciated if you complete all of them.

The questionnaire is a “yes”/ ”no” type but provision has been made for you to comment further under the “comment” section. The questionnaire and your responses will form the basis of our meeting. After all the meetings have been completed a Report will be prepared for NZHF.

The questionnaire is about the capability of your Association. It covers a range of areas from leadership and governance, administration, planning and communications through to volunteers. It is not intended to be exhaustive but to give an *indication* of your current practices.

The Report will address generic issues raised by the Associations surveyed. It will *not* comment on issues specific to your Association although it may identify areas of excellence which could be used as benchmarks by the other Associations.

After the questionnaires have been collated and analysed I will set up a meeting with you to discuss in more detail the main points raised in your response to the questionnaire.

	Yes	No
1. Constitution <ul style="list-style-type: none">• Is your Association an incorporated society? –If not what is its legal status?• It has a written and updated constitution?• Do you refer to it on constitutional matters?• The constitution has been updated in the last 3 years to reflect modern sport management?		

<ul style="list-style-type: none"> • Every board member has an updated copy? • It has a code of conduct with clear disciplinary procedures? (if it is not in the constitution, do you have one and if so where?) 		
<i>Comment</i>		

	Yes	No
2. Board <ul style="list-style-type: none"> • The board provides leadership and direction to achieve the organisation's vision, mission and values? • The board clearly understands its role and function? • The board understands the role and function of management and staff? • The board regularly identifies the skills it needs to do its job? • The board evaluates its performance regularly? • The board monitors and formally reviews the performance of the CEO? • The board monitors the organisation's risk? 		
<i>Comment:</i>		

	Yes	No
3. Meetings <ul style="list-style-type: none"> • The board meets regularly? • Papers and agendas are circulated to the board prior to each meeting? • Minutes taken of every board meeting (including teleconferences)? • Minutes are used as the basis of follow up action by the board and management/staff? • The board report on the organisation's performance – operational and financial - to members annually at the AGM? 		
<i>Comment:</i>		

	Yes	No
4. Administration <ul style="list-style-type: none"> • Management/staff have job descriptions? • Do they have training to improve their skills? • Is the performance of management/staff appraised annually? • Management/staff have the resources to do their job properly? • You employ/contract people with marketing and sponsorship and fundraising skills? 		

<ul style="list-style-type: none"> • Office systems/processes and equipment/facilities are regularly upgraded i.e. within the last 3 years? • The board and management are aware of their health and safety and HR responsibilities? • The work environment takes into account the health and safety of management and staff? • Is your staff employed to administer/manage the hockey complex/facilities? 		
<i>Comment:</i>		

	Yes	No
5. Delivery Infrastructure <ul style="list-style-type: none"> • You have an effective infrastructure to deliver regional programmes/services? • The organisation has the resources and personnel to do this task properly? • Regional programmes/services are aligned and integrated with national (NZHF) strategy? • Regional programmes/services are adapted to meet local conditions and needs? 		
<i>Comment:</i>		

	Yes	No
6. Plans a) strategic <ul style="list-style-type: none"> • The board sets and monitors the strategic planning and policy development? • The organisation has a current strategic plan and operates by it? • Has the plan been reviewed/updated within the last 3 years? • The plan been fully costed and includes a budget? • The strategic plan forms the basis of the annual business plans? • The organisation has the resources (money, skilled people, equipment etc) to implement its strategic plan? • The plan's performance is monitored and evaluated by the board? 		
<i>Comment:</i>		
	Yes	No
b) business <ul style="list-style-type: none"> • A business/operating plan is developed for each financial year? • The business plan ties back to the strategic plan? • The plan includes full financial details e.g. income/expenditure and 		

<ul style="list-style-type: none"> cash flow? The board formally approves and monitors the business plan? The CEO reports regularly on the implementation/performance of the plan? 		
<i>Comment:</i>		
	Yes	No
c) communications/profile <ul style="list-style-type: none"> Do you have a communications plan? The board is aware of it and has inputted into it? Your communications plan includes e- technology e.g. email, web site, internet? Your communication plan includes schools, RST, NZHF, other hockey associations and key stakeholders? 		
<i>Comment:</i>		
	Yes	No
d) media <ul style="list-style-type: none"> Do you have a media relations plan? Your organisation has a policy about who speaks to the media? The organisation has a media tool kit? You monitor what the media says about your organisation? There is a plan to build the profile/media coverage of hockey in your region? 		
<i>Comment:</i>		
	Yes	No
7. Finances <ul style="list-style-type: none"> The board approves and monitors the organisation's annual financial plan, i.e. budget, cash flow, as part of the business plan? The CEO provides up to date and accurate financial reports for each board meeting? The board approves the financial report and is this minuted? You have a member of the board with financial/accounting skills? Are your financial accounts audited each year? You report to members on the organisation's financial performance? 		
<i>Comment:</i>		

8. Volunteers <ul style="list-style-type: none"> • Do you have a volunteer data base? • Is there an induction/ training programme for volunteers? • Volunteers receive your newsletters and other member communications? • There is a manual on volunteer recruitment and management? • The contribution of volunteers is recognized in the appropriate manner? 	Yes	No
<i>Comment:</i>		

	Yes	No
9. Relationships <ul style="list-style-type: none"> • Is there a culture of stakeholder participation? • Does this participation involve - <ul style="list-style-type: none"> ○ clubs? ○ schools? ○ RST? ○ NZHF? ○ other NZHF associations? ○ other local sport organisations? ○ local/community trusts? ○ local/regional sponsors? ○ local media? ○ local/regional business? ○ local community? 		
<i>Comment</i>		

	Yes	No
10. Value for Money <ul style="list-style-type: none"> • The NZHF provides value for money to your organisation? • Your organisation provides value for money to its members? 		
<i>Comment:</i>		

11. Benchmarking and Best Practice <ul style="list-style-type: none"> • You understand what benchmarking and best practices mean? • You apply them – if so give 2-3 examples? 	Yes	No

Comment:

12. Other areas

As mentioned earlier, the questionnaire will form the basis of our discussion at our meeting. However there are several other areas I would like to discuss with you which are not covered in the questionnaire. They will focus largely on:

- a) Improving the capability of *all* the associations and prioritising their needs, e.g. governance? fundraising? administration? planning? etc as per 1-11 above.
- b) Growing and developing the Sport of hockey over the next 3-5 years.
- c) The association's role in this - for instance, how do you plan to cope with the expansion of the number of players?
- d) Resources to achieve a) & b) above (resources = money; people, including skills; equipment; facilities – not just turfs - structures and so on) and prioritisation of resources.
- e) Weaknesses and strength in areas not covered above, for example coach and player development, participation numbers, quality/cost of facilities and quality of competitions, cost of playing, playing times.

The purpose of the meetings is to get your input and expert knowledge about the Game at the association level and how it can be improved to benefit hockey at every level.

In the meantime I would appreciate it if you could return the questionnaire by email, fax or post by 31 July.

Thank you

Chris Ineson

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fax: (04) 479 5469

post: 39 Bengal St, Khandallah, Wellington 6004

Attachment 2

NZHF Capability Review: List of Participating Regional Associations

Bay of Plenty

Canterbury

Counties Manukau

Invercargill

Manawatu

Nelson

North Harbour

Otago

South Canterbury

Tauranga

Wairapara

Wanganui

Wellington

Attachment 3

**NZHF Association Capability Review: Supplementary Survey
October 2004**

Name of Club and Area (e.g. Wellington)

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

Position e.g. President, Club Secretary etc

Date.....

This survey is part of a wider Review of the Capability of the Regional Associations. The purpose of the Review is to identify areas in the Regional Association structure that can be improved in the future. Integral to this is their relationship and in particular, their value to the Clubs in their region.

To give me a feel for this would you please complete this 4 question survey and return it to me by 19 November.

1 Does your Regional Association provide value for money to your Club – Yes/No?

2. If it does please explain how with 2-3 examples in the comment section below

Comment.....
.....

3. If it does not, please explain what you would like to see it do with 2-3 examples in the comments section below

Comment.....
.....

4. Do you have any other comment about how your Association could provide/improve its value to your Club?

Comment.....

It would be appreciated if you could return this survey to me by email, fax or post.

Thank you

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