

SPARC Sport

Partnership Project

A review of eight high profile sport club partnerships



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Report Disclaimer

The recommendations in this report are subject to interpretation and are the authors views taking into consideration, his experience in the sport and recreation sector, the information and facts presented, the authors prior research and information supplied from primary, secondary and third party sources. A few of the suggested solutions (particularly those related to governance) are not consistent with SPARC best practice but are the suggested solutions for sport partnerships as exceptions to the rule.

This report was prepared on the basis of assumptions and information supplied to Sport Guidance Limited in the course of visits and investigations undertaken for this SPARC initiated study.

The information supplied by clubs on financial and participation figures were not all subject to audit or independent verification and were sometimes based on recall. They were given in good faith to assist the answering of questions related to this study. Whilst due care was taken in crafting this report neither the author, nor any of their sub-contractors take any responsibility for any errors nor misinterpretations arising from information supplied to the author.

The Author

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1.0 Executive Summary

Six of the eight are succeeding while one is defunct and the other has been struggling. Those that are successful are generally very successful. They display healthy financial positions, and are able to demonstrate growth in sport participation by the constituent clubs that formed them. They are able to show much more than this. Many of the successful clubs provide a range of programmes that they support as a result of the increased human capital and infrastructure they created out of forming collectives.

Executive Summary – Findings on eight club partnerships							
	Change in amateur club membership numbers ¹	Additional participation (non-club)	Financial health	Initial level of T.A. support ⁱ	Clarity of purpose ⁱⁱ	Governance health ⁱⁱⁱ	Number of sports/activities represented
Table Reference	<i>See Table 1, p8</i>	<i>See Table 2, p9</i>	<i>See Table3, p11</i>	<i>See Table 4, p 14</i>	<i>See Table 5, p18</i>	<i>See Table 8, p31</i>	
Organisation	%	2005/6 No. 2006/7 No.	1=low to 5=high	1=low to 5=high	1=low to 5=high	1=low to 5=high	No.
College Rifles Rugby Union Football and Sports Club	+46	1500 2510	4	1	4	3	6
Eskview Sports Association (ESA)	-10	180 380	2	1	3	1-2	10
Greytown Community Sport and Leisure Society	+10	Nil Nil	4	3	4	3-4	15
Linfield Cultural Recreational Sports Club	+34	Nil 58	4	1	5	4	5
Moutere Hills Community Centre and Sports Complex	+44	82 161	4	5	3	3	
Papamoa Sports and Recreation Club Inc	-28	Nil 330	-	5	-	-	12
Sharks Sports Trust	+46	1200 1200	Unknown	3	3	3	5
Te Puru Community Charitable Trust	+22	345 551	5	4	3	3	18

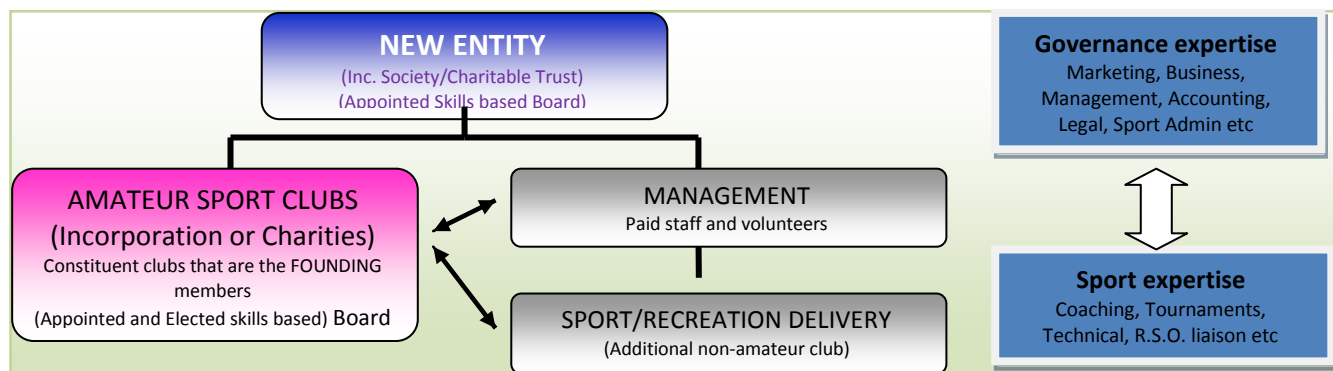
¹ The percentages are based on each club sport over a number of years from pre or early in the sportville project to the present day. Care must be taken in inferring a casual relationship between the sportville model and the increase in numbers due to extraneous variables such as increased population and accuracy in reporting.

Governance is key These club structures are more complex than traditional sporting clubs. They have multiple stakeholders; require an enlightened management approach and inclusive modern thinking around the board table. Board members need both ability and desire to be able to utilize expertise and resources from a range of sources, ever widening their circle of influence. They need also a systems view, this by definition is beyond the single purpose club.

A key finding is the need to appoint people to board positions based on an identified professional skill-set, the need to remove the possibility of partisan elected representation, and to remove vested interests from the board table altogether is crucial to the success of this model.

Amalgamations are not preferred The preferred model of delivery leaves each existing amateur club intact and creates a new entity to serve the needs of these clubs via a delivery system designed to manage physical and human resources. The preferred model is shown below.

The preferred model



Clear simple purpose Clarity in the formulation of a compelling and worthwhile purpose is crucial and must be able to be understood easily by all who are involved. They all must see the merit of the proposal and what it will mean for them.

Cluster play, social and field space The placement of sporting fields, courts, playing surfaces, spectator viewing, bar and café areas around a 'sportville' complex should be as you would place services around a busy kitchen; easy at hand, no long distance, easy to understand the layout, and functional. In this way people will be able to make sense of their role and their place in the development, and importantly make sense of the totality of the sportville club.

Setting up partnerships should be viewed as a staged process. Look for favourable initial conditions including the presence of a project champion, use an external facilitator and reaffirm purpose and quell any concerns about loss of identity, amalgamations and reaffirm that the founding entities will control the new entity proposed. Move to employ staff early on and set up delivery systems to immediately get some buy in. Appoint expertise onto boards of skilled people and move the sport specific expertise one level down the structure.

2.0 Introduction

Sport partnerships are a natural part of the sporting landscape of New Zealand, and have existed in various forms for the 100 plus year history of amateur sport in this Country. Since the 1970's there has been increasing interest in sport partnership approaches. Tauranga District Council was one Territorial Authority (T.A.) to seriously promote club partnerships and many other T.A.'s were involved in sport/community and education partnerships. Since 2000 and the initial floating of the "Sportville" idea by the Hillary Commission there have been many questions raised about the value of this model as a delivery mechanism for amateur sport.

This report defines partnership as a simple arrangement between two or more parties, based upon satisfying identified mutual needs.² Sportville was a concept that suggested that all sports in a community would amalgamate or merge to form one sporting hub. To amalgamate or merge would involve organizations ceasing to exist in their own right and being taken over by an existing entity with a legal status, or creating a new entity. Other terms used in the context of sport clubs include: joint-ventures; clusters; and strategic alliances. These latter forms imply a greater legal distance between the parties involved. This report will consider all forms of entity that are produced by the eight study clubs, defining them in terms of the legal separation that occurs as a result of the way they are structured.

There is surface logic that underpins partnerships, (business models abound in this area) and there are examples talked about in various circles, there is however, little clear evidence of the impact of this approach. Knowing the likely outcome of a sport club partnership approach is becoming important. Sport clubs are recognized as the base of organized sport in New Zealand, they need to be enhanced wherever possible to ensure they survive and thrive.

Consequently and not surprisingly there is renewed and growing interest in the Sport Partnership approach. SPARC have therefore commissioned this study to review eight amateur local sport partnerships that are among those talked about. Many organizations in the Sport Delivery System especially T.A.'s, Regional Sports Trust, (R.S.T's), National Sporting Organisations (N.S.O's) and Major Funders have been seeking clarity in this area. Questions relate to how best to implement successful partnerships while being assured that this approach won't backfire on them or in some way reduce the effectiveness of grassroots, local community sport and recreation delivery.

The report outlines the critical success factors from the eight study clubs and refers to a further fifteen clubs reviewed in 2007 by the author, and points to what the effect is likely to be on individual sport club capability. It further points out some useful discoveries that underpin the value of this approach.

3.0 Project Scope

3.1 Background Scope and Limitations

At a logical and almost simplistic level of understanding there is much to be gained by combining sports clubs. The outcome will be reduced clutter of old sport buildings on reserves, reduced burden on rate-payers and tax payers to provide and manage community based sport infrastructure, increased capability at governance and operations levels for locally managed sport delivery, increased efficiency and effectiveness of that sport delivery. But in the background we are aware of the human condition and the need for ownership, autonomy and the difficulties surrounding ongoing quality dialogue and communication to solve problems. It is at this level that there is real concern about the value of a Sport Partnership approach. Will there be appropriate ways of developing sport partnership that will work that

² Unlik p 43.

we can understand from an analysis of the eight clubs studied in this report and if some don't work can it be determined clearly why that is. Will we be able to understand the complexities of managing on an ongoing basis sport partnerships that require a more mature form of inter and intra personal communication at the governance and operational level than has been required in the past. Finally will these partnerships deliver a stronger, more comprehensive and more diverse sport delivery system in New Zealand?

3.1.1 Limitations

Figures within Table 1 and Appendix Table 1 show growth across many of the clubs. It is impossible to separate out what aspect of the Partnership Club and its administration can account for this growth as there are other confounding variables involved. For example a number of the clubs have population growth in their geographical area for example Te Puru has had an increase from 2000 people in 1990's to almost 8,000 today. Papamoa and Orewa (Sharks) have also experienced this population growth. There are also limitations on the accuracy of the information given some has been derived from anecdotal comments from people who were involved in clubs. The financial figures are accurate as far as they are reported in the annual accounts of the eight clubs.

3.2 Eight Multi-Club Partnerships

College Rifles Rugby Union Football and Sports Club

College Rifles Rugby Club was founded in 1897. Situated on club owned land in Remuera, Eastern Bays Auckland, this club has fostered local sporting activity for over 100 years. Recently it has become home to an increasing range of sporting clubs and activities.

Eskview Sports Association (ESA)

The Eskview Sports Association was established in 1998. This club is located in Petane Domain, Seaview, 15 minutes North of Napier City. The initial approach was made by Eskview Rugby and after a series of discussions Eskview Football Club accepted the concept and moved out of their clubrooms into the rugby clubrooms.

Greytown Community Sport and Leisure Society

The Greytown Sport and Leisure Society was incorporated in March 2003. Operating from a central location in Greytown in the Wairarapa, it was set up to arrest the declining sport participation numbers in the area, and has operated successfully ever since.

Linfield Cultural Recreational Sports Club

The Linfield Cultural Recreation Sports Club was formed in 1991 to provide administrative services to a variety of sports clubs in Christchurch. It is one of the few clubs in New Zealand to own both its own clubrooms and playing fields. In 1991 the club employed a full time Business Manager and today employs 6 full time staff. Also affiliated to Linfield sport are Richmond Keas Softball, Avon Hockey, Linfield Netball, and Linfield Touch.

Moutere Hills Community Centre and Sports Complex

Moutere Hills Community Complex was formed in 2005/6 as the result of fundraising efforts to fund a new recreation and sport facility for Upper Moutere. The project was initiated by Rangers Rugby Club in 2000 and the building is owned by the Tasman District Council. Two staff work from the complex that runs a number of programmes and six sporting clubs operate the complex via a governance board.

Papamoa Sports and Recreation Club Inc

Papamoa Sport and Recreation Club Inc was set up in the 1993 to establish a facility on the Gordon Spratt Reserve. It was initially a successful model of sportville for the Papamoa Community. Tauranga City Council took over ownership of the management of the club after liquidation in 2004.

Sharks Sports Trust

In August 2000 Sharks Sports Trust commenced as a non-profit Trust in Orewa, HBC. The Trust was incorporated under the charitable trust Act 1957. It was dedicated to developing long term sustainability in sport Sports and Recreation Club

Te Puru Community Charitable Trust

The Te Puru Community Charitable Trust is a community-based, self-governing charitable organisation set up by Manukau City Council for the purpose of operating the Community Centre at Te Puru Park. As a Manukau City C.C.O the Trust is dedicated to provide facilities and services to accommodate and promote sports, leisure, community and cultural groups from within the Clevedon / Botany ward. Additionally the Trust seeks to accommodate events and activities that will be beneficial to all residents of Manukau City.

4.0 Club Capability

4.1 Club Capability by the numbers

4.1.1 Club Capability

Club capability is difficult to define. Measures identified as part of earlier research suggest a range of effectiveness and efficiency domains. In reviewing these measures it has been predicted that it will be difficult to gain measures prior to formal systems being introduced. This in itself is an endorsement of the partnership approach, as only when clubs form partnerships is there often reliability and clarity in respect to quantitative data on the clubs.

The study has looked at before and after figures for participation, see Table 1, capability in staffing and systems from anecdotal and observation, and club current financial status and comments on diversity of income streams now as compared with before.

Many of the clubs report strong growth in membership.

4.1.2 Self Reported Growth

Numbers have increased through almost all sports clubs associated with partnerships.³ There are confounding variables, localized population increases that mean we have to be careful in our assessment of what part the partnership may have played in this but we see that in other areas where local population has been static there is also growth in participation. Figures associated with Greytown are interesting in that they have reasonably static participation even though generally there has been a downturn in major sport participation. A number of the club partnerships report participation increasing as a function of the opening of a new facility but still upward trends are showing up for some 3 years after opening.

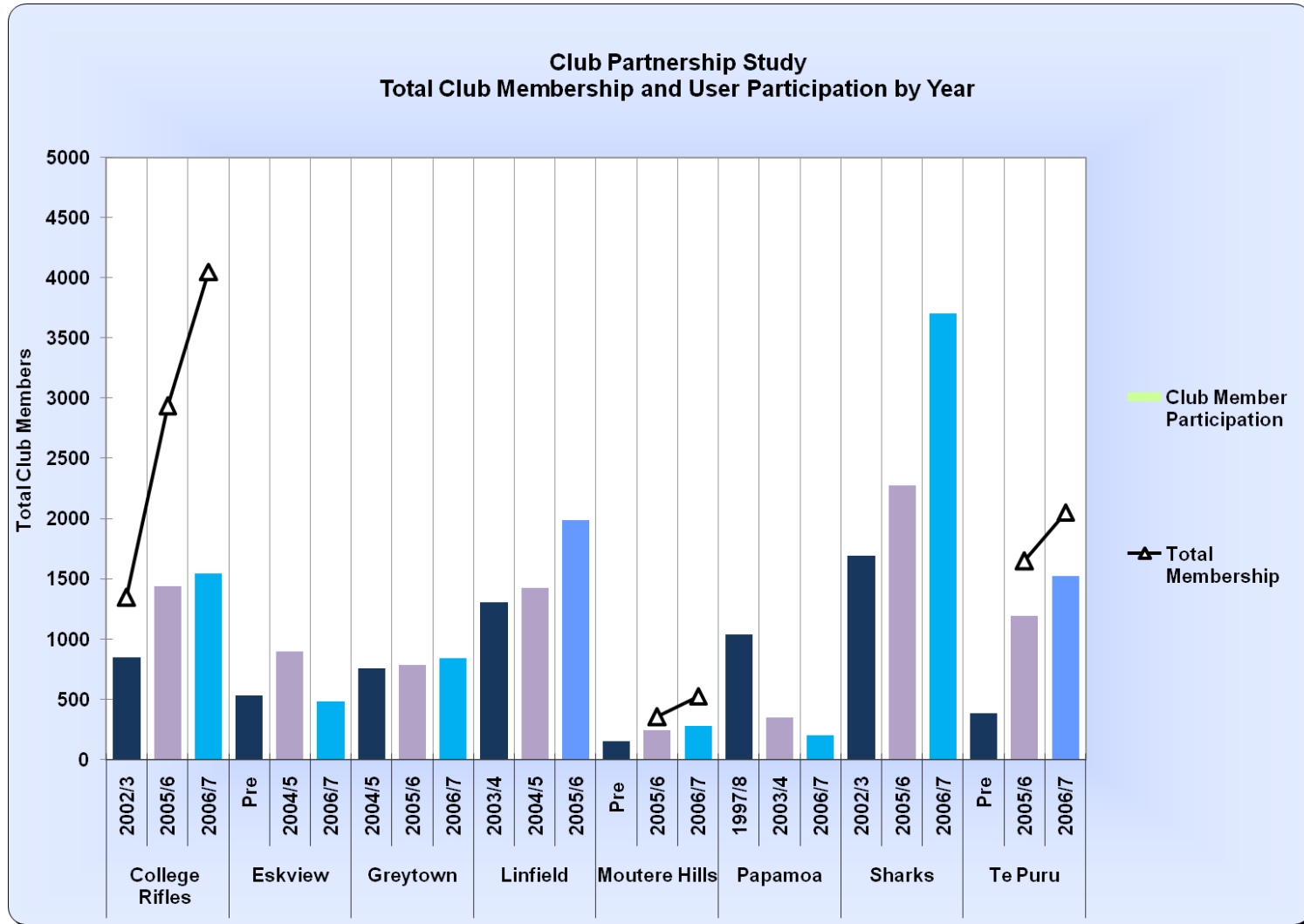
Other participation increases are easily identifiable as they relate to new supply of programmes or facilities.

In the Lead – College Rifles Rugby Union Football and Sports Club

College Rifles indicate evidence of substantial increases in participation, particularly in new and associated sporting areas related to rugby, football and netball and particularly also related to the provision of synthetic surfaces. This has been an area where substantial increases have occurred. The traditional sports have suffered a little from a vision of not paying for players, and from traditional downturn (i.e. senior rugby and badminton, but these are still strong aspects of the club). New innovations in the use of synthetic surfaces and tournaments and programmes for young people have made a huge difference to participation numbers over the last 2-3 year.

³ See Appendix 1 for a summary of each Clubs Amateur Sport Participation Figures on a club by club basis.

TABLE 1



What is significant is the increased supply of sporting activities as a result of the development of these partnerships, see Table 2. Many of the Partnerships are now developing new sporting activities, as requested to by their members either because they now have a new facility, (Upper Moutere, Sharks, Te Puru) or because they see opportunities and have the capability to run programmes that add value.

Those with a new facility have been able to develop a range of complementary programmes for their communities with many people within the one family attending a range of different club offerings. Further supporting the notion of cross-over in marketing and convenience as two or more family members do different activities at the club at the same time.

There have been cases where these partnership clubs have run sporting activity outside the scope of regulations related to National Sporting Organisations, N.S.O.'s, or Regional Sporting Organisations R.S.O.'s just because they have interest and the capability to organize play, games, tournaments, and or are able to make decisions related to field allocations, playing surface and court use. There were at least three different Partnership clubs running football programmes outside the normal league systems.

There were examples where a sport was saved from being lost to the area as the club disbanded by partnership clubs taking over this sport and running it directly via the partnership.

TABLE 2.

Sport Club Participants Additional Sporting Activity initiated by 5 of the 8 Sportville Clubs

Sports	2005/6	2006/7	Club
Aerobics	44	66	TP/UM
Athletics	72	69	TP
Badminton	6	12	UM
Basketball	6	14	UM
Cricket	79	57	TP
Dance Classes	68	128	TP/UM
Gymnastics	30	70	UM
Holiday Programmes	1232	1389	S/TP
Indoor Netball	72	112	TP/L
Indoor Football	49	73	TP
Karate	15	20	UM
Kids Club	46	55	TP
Life's a Ball	400	750	CR
Kick Boxing	26	48	TP
Palates	15	25	UM
Football	0	460	CR/E
Tai Chi	11	28	TP
Tennis	10	120	CR/UM
Touch	1280	1950	CR/E/P
Volleyball	8	16	UM
Yoga/Pilates	56	80	TP
TOTAL	3525	5542	

All of this points to increased capability of these clubs, they have sustained and in most cases increased participation and membership, they provide additional sporting activity beyond the core clubs they represent and they develop new programmes at the request of their members and have the capability to 'save' clubs that are in trouble.

The actual figures are not that significant in themselves and they vary between rural and urban areas, but what is important is that these sporting activities may not exist at all without the infrastructure support of the sport partnerships. In the case of UM most of these activities have been newly introduced into the district, they result from a sport partnership, that made it possible for a new facility that in turn, (once staff were employed) gives it the capability to create new activities, sort of a cause and effect that has generated a supply of activities that in turn engenders a growing demand. Having attended one of their open days you gain a sense of just how significant this additional supply of sport and recreation is and how important it will become for the continued development of the whole Upper Moutere area.

4.2 Club Capability beyond the numbers

4.2.1 Success in attracting grants

All eight partnership clubs reported success at attracting grant money. The typical comment was 'Yes we get more money because the funders know that the application will be properly completed *and accounted for*', one club indicated that they spend some time making sure they report accurately back to the funder on the outcome of the grant allocation and this has meant that a good relationship has developed. Those that built recreation and sport facilities noted that they were able to secure considerable funding support.

There was concern expressed by some that funding agencies notice the success you have attracting grants and this can sometimes work against you. A comment from Linfield Sport sums up the concerns expressed by at least three of the eight partnerships.

"Some trusts see you getting truck loads of grants and then decide not to support you without considering the value of the particular project"

Greytown was also concerned about what it saw as funds being targeted to those in need and by-passing those that are successful and can carry out the programmes because they have built the infrastructure to be able to do so.

It was noticeable that two of the partnerships struggled and faltered as a result of not being able to attract sufficient grant money. Both are referred to in the deforming section of the report and both were perceived as being in trouble before their funding sources dried up. But this does highlight the dependence these clubs have on grant funding.

4.2.2 Financial

TABLE 3

Sport club summary of key financial parameters

CLUB	Grants \$	Accumulated Funds/surpluses \$	Sponsorships \$	Accounts fully audited
Linfield Cultural Recreational Sports	492,870	647,696	unknown	Yes
Moutere Hills Community Centre and Sport Complex	29,237	Not available	13,001	Yes
Greytown Community Sport and Leisure Society	44,333	unknown	unknown	yes
Te Puru Community Charitable Trust	255,625	2,928,519	8,843 (2007) 35,444 (2006)	Yes
Eskview Sports Association (ESA)	0	43,893	12,937 (2007) 37,234 (2006)	Yes
College Rifles Rugby Union Football and Sports Club	unknown	2,324,077	unknown	Yes
Sharks Sports Trust	unknown	unknown	unknown	Yes

It is obvious that those providing grants to these organisations like to support them. The spreadsheet Appendix 2 shows on their balance sheets the totals were: last year \$822,085 (the term 'last year' was in some cases 2006). Previous year \$614,461 (For some this was 2005). This represents four organisations only namely: Linfield, Moutere, Greytown and Te Puru. One organisation didn't get a grant i.e. Eskview.

There has been some good accumulation of past years surpluses so that the accumulated funds of the following are healthy; College Rifles \$2,324,077, Linfield \$647,696, Eskview \$43,893 and Te Puru \$2,928,519. These are assets paid for by past surpluses, mix of cash and non-cash items and include *unrealised gain on revaluation of buildings*.

Many of the organisations have received a lot of sponsorship from the local community, Eskview \$12,937 (2006) and \$37,234 (2006), Moutere \$13,011 (2007) and Te Puru \$8,843 (2007) and \$35,444 (2006).

In summary, these organisations are mainly financially healthy, they are generating surpluses, all have fully audited accounts and many are able to attract substantial grants and sponsorship. It is difficult to read the accounts of some of the organisations (see appendix 2).

4.2.3 Other Gains from Partnership

Upper Moutere point out that the new sport facility and its programmes have had the much intended but not well understood effect of the development of social opportunities for the whole community. They now have the ability to run a major fundraiser for all community providers (events) and mingling and mixing of different community groups. This sort of community development aspect of sport partnerships is evident to a greater extent in rural centres Greytown,

Upper Moutere, and Orewa. In the urban partnerships there is some pooling of resources and expertise around a tight community of interest that is as integral a part of what it means to be a member as in the rural models, it is just expressed in a different way.

Table 6, p 23 points out the new innovations in programming, facilities and operations achieved by the Partnership Clubs. This is an impressive list and cannot be ignored.

5.0 Sport Partnerships – The Journey

5.1 Forming and Storming

Sport club development is a journey toward group cohesiveness, the best known model for analyzing group development suggests that groups go through stages from forming (assessing ground rules), to storming (where conflict occurs) to norming and performing (where group cohesion and task achievement occur) or deforming (where group cohesion is not achieved). This model will provide a background for the analysis of the journey's undertaken by the eight club partnerships.

5.1.1 Forming Partnerships

Impetus (Getting things started)

Forming a partnership is the initial phase of development that gets the project started. We think of it here as an *impetus* (getting things started) and a *catalyst* (helping things along). We are interested to learn how this occurs and particularly if there are external/internal drivers that provide a necessary influence. From prior research we know to look for clubs in need (dependency theory) or clubs with connections (social connectedness)⁴. Once we find the right conditions, both inside the clubs and in key stakeholder agencies we are in a better position to help clubs take this next step.

From a consideration of the eight clubs it was apparent that there were a range of reasons why sport partnerships were initiated. Two of the eight (Upper Moutere and Eskview) were struggling rugby clubs looking for a way to grow their senior teams and increase numbers⁵. Greytown clubs were seeking to improve the way they did things and their capability and professionalism. This approach suggests when the need for change gets strong enough the clubs will look for alternative models of how they should operate.

Another reason was pressure from within, in the form of an emphasis on family which necessitated a view that saw the club as family friendly and catering to the needs of the whole family. These values were apparent in Sharks, Eskview, Upper Moutere, Linfield, and College Rifles and are typified by this quote from Sharks:

“Many of the volunteers had children playing more than one sport. The trustees formed a vision / mission statement in strategy in 2003 ensuring the continuation and growth of the multi-sport concept – encouraging family participation and social opportunity through sport”

This was a common story, that one child went to play sport and the sibling tagged along where-upon the club saw a need to cater for them both with new programmes. This led to the formation or spawning of whole new sporting codes within clubs or the invitation of clubs into the partnership to cater for these groups.

Two of the clubs seemed to move toward a more substantial partnership approach based on their own first-hand experience. College Rifles initiated their first partnership in the 1940's with a struggling Badminton Club as a way of utilizing a building. Their positive experience led them to continue with this approach. It is noteworthy that at least two of the clubs had attempted this

⁴ Contributing factors toward an understanding of local sport club partnerships: A study of partnership forming behaviour in Australia, Canada and New Zealand.

⁵ Two sport partnership projects in Canterbury (Westminster Sport Inc, and Rawhiti Community Sport Club) were initiated by Rugby clubs worried about their future, playing numbers and the need for more sustainable futures.

approach in the past but failed to gain the necessary critical mass to pull it off. Te Puru established a 'sportville' type model in the 1970's only to have it fail in the mid to late 1980's, and Upper Moutere also had an aborted attempt to establish a combined sports club before their success in 2005.

Others in the mix were encouraged by what they saw as opportunities. These were usually based around the achievement of some new physical building development, Papamoa, Upper Moutere, Linfield, Eskview and eventually Sharks all sought a new and /or improved building as a logical project and reason to form partnerships. This may not have been the first reason but it soon became apparent that this building development might be possible as a secondary consequence of joining together.

Catalyst (helping things along initially)

There are a number of crucial catalysts that make a difference to clubs being able to move to actually forming partnerships.

The main catalysts for forming partnerships (helping them gain momentum initially) were T.A.'s in most cases. Research on Sport Partnerships in three Countries' in 2007 pointed out the importance of TA's in the formative stages of these projects. This view was strengthened by some of the T.A.'s who deliberately targeted funding to sport partnership capital projects ahead of those that were affectively single sport applications.

TABLE 4.

Club	Territorial Authority(T.A.)	Attitude of T.A. at the time the organization was formed/a building was proposed
Moutere Hills Community Centre and Sports Club	Tasman District Council (T.D.C.)	The T.D.C. was very supportive of this process and had an incentive programme in place which asked the community to raise 20% of the capital cost and would fund the rest from a special Council Facility rate/levy
Papamoa Sports and Recreation	Tauranga City Council	Council's role was critical for Papamoa they were involved throughout, and different Council reports and assistance were given at various stages in the forming phase, particularly there was funding attached to building developments and a promise of collaboration on facilities and green spaces in the future.
Sharks Sports Trust	Rodney District Council.	In the forming stage there has been substantial politics, Council has supported Sharks as it is proactive and achieves numbers into sports, and has high use of grounds and contributes greatly to holiday programmes (significant when there is not much Council involvement in community sport delivery). The old guard sports have complained to Council, about the new club but their complaints have not won the day as Sharks has collected funds for development where many traditional clubs in the area have not.
Te Puru Community Charitable Trust	Manukau City Council	Initially Council in the 1970's did fund this development, but the clubs sought and increased the scope of the project beyond the funding given. The building that was subsequently created by the sport partnership of the time was not complete and lapsed into a half finished and derelict state for a number of years. Manukau City Council decided to relook at this project years later and significantly increased its support to the development, while at the same time developing a C.C.O. status for the project.
College Rifles Rugby Union Football and Sports Club	Auckland City Council	Throughout the history of the club the relationship with the Auckland City Council has been regulatory and minimal. Recently the Council has taken an interest in College Rifles in relation to the development of two synthetic rugby fields and has agreed to contribute substantially to this project.
Greytown Community Sport and Leisure Society	Wairarapa District Council	There is support of this initiative but such small Community Council does not have the resources or mandate to do much more. It does provide the organization office space in the Council service centre in a prime location.
Linfield Cultural Recreational Sports	Christchurch City Council	Council was not involved initially but has invested significantly to the development of the greenspace/sports fields in partnership with Linfield.
Eskview Sports Association (ESA)	Napier City Council	Napier City Council made no attempt to support the activity was considered by those who were involved to be almost obstructive, and at best operating in a traditional pastoral parks maintenance and leasing role.

* Clubs outside the (8) known to have recently developed sport club partnerships and relationships with a T.A.

Two in particular have policies that underpin a 'sportville' approach to funding capital projects (Tasman District Council and Tauranga City Council⁶).

Of the eight clubs studied six were involved in building development as a part of the forming process as a result of this the influence of the T.A.'s in most of the study cases was significant and had a marked effect.

Table 4 indicates the different responses from T.A.'s. It is worth noting that those with strong T.A. support have tended to flourish while those without it have struggled. The exception to this in Papamoa and we shall look at that case in 5.3 Deforming p (24).

Having a visible champion who could articulate a credible and compelling vision or future for the sports clubs was essential. Each of the projects at the forming stage had a champion whether they were a sport professional giving advice to the project, a key member of the driver club committee within one of the codes, or a member of an external agency like a Territorial Authority (T.A.) or a Regional Sports Trust (R.ST.). It was evident that this was essential to initial success. These individuals would typically have a reasonably clear vision or agenda for the project that was generally picked up by others.

Another catalyst was the clarity and portability or sale-ability of the partnership idea. One simple way to understand vision centered on the concept of building development. This was a powerful catalyst. For those sport partnerships centered on a building project (especially one yet to be built) it was much easier to understand the underlying rationale for clubs working collegially. This was particularly so when it was explained how difficult it would be to gain capital for a building without a collective approach. Not all the partnerships studied relied on this though. Greytown and Linfield both focused on a vision of improved club capability and sustainability, and that each club that came on board would end up with improved administration, we shall see though that they have very different ways of going about this. Greytown's vision reads:

"To promote foster and develop amateur sport....to provide structured systems of administration, governance and support as determined by the committee...."

Greytown were extremely careful in the forming phase in the way that they crafted their meetings with club and representatives in their community.

In the Lead - Greytown

Greytown crafted their initial meetings to 'sell' the concept of a sport partnership 'sportville' to their community of sports clubs with great care. They enlisted the support of the Wairarapa Sports Trust and they also sort the help of notable community leaders such as Sir Brian Lahore. These people were able to convince those present at the meeting of the value of this approach as they themselves had no direct stake in it. Certainly this was the case in terms of the chairperson Sir Brian Lahore. They did however reinforce the significance of this opportunity and help impact a sense of the significance of this opportunity. A crucial message at these early meetings was that the clubs would not be giving power to operate their clubs over to a multi-sport club, but would instead be supported in their own endeavors.

There are still further catalysts for partnership forming. SPARC (formerly the Hillary Commission) itself via the launch of 'Sportville' was seen as a major catalyst for the development of sport partnerships. This discussion document provided at the time a powerful rationale for considering sport partnerships using a rural community as a model. The publicity surrounding the introduction of the discussion document on this model was mentioned as a key reason for two of the sport partnerships, in particular it was influential for Upper Moutere and Greytown. Both indicated that they felt this was the right approach for them to follow given the rural nature of their communities and the fact that this model used rural communities as the archetypal environment for the forming

⁶ Sportville Policy Mo5/59.2 June 2005, Tauranga City Council, Auckland City Partnership Policy

of clusters. Tauranga City Council was influential prior to the launch of 'Sportville' but the arrival of the concept and ideas expressed in 2001 by the Hillary Commission further strengthened their view of sport development.

Other variables that are not fully explored here but may improve our understanding include; the push from population growth within new areas, i.e. Papamoa in Tauranga City Council, and Te Puru in Beachlands Manukau City Council. Both Councils had substantial population growth within their catchment areas which brought interest in how sport delivery might occur acting as a catalyst for innovative developments. Conversely it is worth noting that Eskview was slowed in its ability to gain momentum because of its small and defined population and peri-urban setting.

5.1.2 Lessons on Forming

1. **There needs to be a clear concise and compelling vision expressed as a 'purpose' for why the partnership is needed and identifying what will be gained by members.**
2. **T.A.'s that have a clear mandate (via policies on land use, facility development and funding) and an ability to respond to sport partnerships and sport joint building developments play a crucial role in ensuring the likely success of this model.**
3. **Partnerships succeed if articulated by a champion of the project. Project 'Champions' usually are found in the leading or 'driver' club.**
4. **Clubs with prior knowledge of partnerships, either through long standing involvement with another club, or through shared programmes and facilities often succeed in a wider sport partnership.**

5.1.3 Storming Partnerships

Storming refers to a stage in which group members frequently experience conflict with one another in an attempt to locate and resolve differences of opinion regarding key issues. For our purposes *storming is any change or improvement made to the initial model resulting from divergent opinions about how to fully constitute a sport club partnership.*

In the analysis of the eight study clubs there was evidence that things have not always gone smoothly for clubs, or for the governing entity created. There are many reasons for this, the most important being the complex nature of sport partnerships given the different stakeholders and competing objectives. Although most organizations had a vision and a plan, none of them were working to a clearly defined script about how to set up sport partnerships. Key stakeholders wanted different and sometimes conflicting things from their involvement and the newly formed entity had different views within their governance structures on how to operate a sport partnership model. An issue for all clubs studied was that there was no standard sport partnership model, nor even a commonly held view about which approaches work best. What was therefore needed above all else in the storming stage was clear and open dialogue and communication. Much of the initial work was done around governance with lawyers using business models, some work was done in shaping agreements or in drafting new amendments to old constitutions and some clubs did not manage the storming phase at all and consequently still have problems (see Deforming).

The first thing to get right was the relationship between the entities. Interestingly none of the eight organizations studied here opted to 'merge' or 'amalgamate' the entities. All eight partnership clubs proposed a model where a new entity would be formed and it would have some relationship in assisting the 'foundation' entities.

Where these new entities had a philosophy that translated into an operational strategy, the clarity of this philosophy became central in determining a smooth transition to 'Performing'.

Case Study - College Rifles Philosophy

Some clubs deformed out of the relationship based on their inability to link to the philosophy of College Rifles. For example football ran as a business called 'Take a Touch' and ran for three years. They successfully operated their business as they saw it alongside College Rifles, providing an alternative for rugby for many families who were members and for the wider Remuera community. Their contract was eventually terminated because they were unable to get any parents to join the club. This was a cornerstone of the College Rifles Club philosophy where membership could be achieved with a \$30 subscription fee. This would mean that more people would participate in the activities of the club at all levels. Parents were not told about it because the private business 'Take a Touch Ltd' did not think it was in their best interest and did not want members exposed to the clubs culture.

Case Study – Linfield Sport Philosophy

There were two football clubs that joined Linfield and the deals were done on a discussion and handshake basis, there were some rules. At one point this new partnership of two football clubs was formed by Linfield Sport and at that time the new club started to incur expenditure and carryout work without reference to their sportville partner, Linfield Sport who were receiving the invoices and supposedly managing the books! There was a disconnection between the two entities and a lack of accountability for expenditure. Linfield began to realise that a formal agreement would be needed between all clubs in the collective and the parent entity Linfield Sport. A comprehensive agreement for services provided was developed between Coastal Spirit Football Club and Linfield Sport.

These two examples typify many of the issues facing sports that joined these partnerships and the entity that resulted. The eight partnerships are in various stages with their level of clarity in defining the relationship and services provided between the entities. Greytown got all clubs who joined to sign an agreement that defines the services to be provided. This was done early on and they therefore avoided some of the problems that beset others. Upper Moutere is still to formalize the relationships, Te Puru and Sharks are in the process of doing so while Eskview and Papamoa did not do so and both have struggled because of this. In fact in the case of Eskview the rugby club never signed the agreement to join the collective (see Deforming).

Many changes were made to the way these clubs operated as they stormed toward a clearer consensus between all parties.

An issue for Sport Partnership Clubs was to decide what services should be provided to the collective of clubs that formed, or that were encouraged to join? Table 5 clearly illustrates the wide range of thoughts about what constitutes an appropriate answer to this question and shows the difficulties of this phase of the process of storming a sport Partnership. There was and still is healthy debate about what the right mix of service provision should be. One finding is that some partnership clubs actually ran the sports administration systems for their constituent clubs while others only provided support and advice.

Why this is so is not clear but is a result of one or more of the following:

- the collective thinking of the Governance/Committee;
- the approach suggested by the champion for the project be they an individual of the driver club or an external agent; or
- the individual and collective strength of the constituent clubs at the time when these decisions needed to be made.

TABLE 5

Club	Constitutional or other guiding statements	Nature of services provided to member clubs
Linfield Cultural Recreational Sports	<i>“We specialise in administrative duties and financial management and planning, for sport and community clubs”</i>	<ul style="list-style-type: none"> • Support and advice • Office administration • Management of accounting processes • club promotion • Equipment purchase • Coaching programme management • Holiday programmes
Moutere Hills Community Centre and Sport Complex	The new Moutere Hills Community Centre and Sports Complex will meet the growing needs of the local community, sports clubs, schools and businesses and will be a great community asset that we can all be proud of	<ul style="list-style-type: none"> • Facility management • Help and assist clubs operating from the facility • Support and advice
Greytown Community Sport and Leisure Society	<i>“To promote foster and develop amateur sport....to provide structured systems of administration, governance and support as determined by the committee....”</i>	<ul style="list-style-type: none"> • Support and advice • Financial Accounts (some clubs) • Training and mentoring • Funding applications
Te Puru Community Charitable Trust	To promote, support and develop programmes, actions and initiatives to provide for recreational, social and community needs of residents...	<ul style="list-style-type: none"> • To develop establish and operate facilities • Provide financial assistance
Eskview Sports Association (ESA)	<i>“To be the leader and focus for sport recreation and leisure services for the wider Bay view community”</i>	<ul style="list-style-type: none"> • Support and advise • Running programmes
College Rifles Rugby Union Football and Sports Club	We believe that the longevity and success of the club has been aided by the focus on the grassroots, or younger members, of the club. The club actively encourages young people to join and the benefits in this regard are to:	<ul style="list-style-type: none"> • Support and Advice • Operation of facilities • Fundraising for multi-use fields
Sharks Sports Trust	...providing a platform for the growth and development in sport, to nurture and support Healthy Attitudes for all sports people, families and the community, developing kinship.....	<ul style="list-style-type: none"> • Support and advice • Leagues • Holiday programmes

In the case of Linfield Sport where the constituent clubs are heavily supported by Linfield, clubs were struggling for administrative assistance so this model works for them. Others strongly resisted centralized administration of their sport in favour of some support role for their newly constituted umbrella organization i.e. Greytown. If there was agreement it was usually based around the need for collective management of buildings and sport/recreation centres.

Storming also relates to *any change or improvement made to the initial model resulting from divergent opinions* and is shown in a number of clear examples:

Case study – Upper Moutere

At the Completion of the project to build the Moutere Hills Community Centre in 2005 quite a lot of work had been done. The community through a range of events and fundraising activity had raised the necessary \$610,000 or 20% of the capital value of the development, had bull-dozed one old hall and sold another, had set up the Sport Partnership trust and were in the process of determining how best to run the brand new facility they had all developed. At this point the prevailing view was that this facility could be run by volunteers. After six months or so and very little actually happening in the various active and social spaces in the building it was acknowledged that this approach was flawed and a .5 manager was appointed as a paid position. Now there are 25 individual programmes running in the various parts of the building and 300-400 visitors per week. This has been a key lesson for Upper Moutere citizens that buildings and programmes are not the same thing.

This case illustrates one example of a method to achieve sustainability. The appointment of paid staff has allowed the project to move to a more sustainable stage, that where people are paying for programmes, where the right platform has been set for further growth.

Greytown also experienced a need to reshape the role of staff early on in the venture:

Case study - Greytown

Initially the employed staff for the Greytown 'sportville' club member was tasked with the job of doing administration work for the clubs. The person went to all club meetings took the minutes, circulated these to the various committee members and generally did administration around club communication processes. This did not work as the time commitment was substantial and the person finally realized that all they were doing was attending meetings and writing up meetings minutes with no time left to actually do anything useful for the clubs. There was also concern expressed about this creating a dependency on admin support when the aim was to increase the capability of local people to do this sort of work. The role was substantially altered and the Manager now has a number of roles designed to support and grow the capability of the various clubs. (See TABLE 4).

This model appears to work for Greytown, primarily because of the nature of the sports clubs (creating a relationship with the volunteers from the clubs has been the critical success factor) and the fact that this is a strong rural community where there are people interested in learning how to become better volunteer administrators and where the pressure on clubs to perform and compete with other similar clubs is reduced.

One other factor that is identified with this phase in the development of a sport partnership is the reaction from other sports and community organizations not willing to follow the model, which are often in competition for the same resources, grants and field allocations.

Sharks sports received some negative feedback and public perception from other sporting groups that Sharks "takes over all sports and monopolizes the local funding avenues through gaming and Council". From single purpose clubs this perspective has truth, but the reality was that Sharks were getting buy in from their T.A. and others in the community because of what they were doing in holiday programmes for sporting people and the local community and in supporting other sports to develop further.

Other critical factors in the storming stage include:

- Understanding of different user/club groups and the narrow vision of some people

- Lack of clear and transparent communication amongst club groups or hidden agendas
- The clash of commercial and community imperatives for delivery from a facility
- Challenges around single purpose sporting clubs competing for resources and attempting to leverage funds away from joint ventures

5.1.4 Lessons on Storming

5. **There needs to be a model to work from (a script) that clearly outlines what is most likely to succeed given a particular set of circumstances beyond the initial set up phase.**
6. **An agreement that clearly specifies the service level and service type to be given to the clubs is needed at the beginning to ensure both parties minimize disagreement and survive the storming phase.**
7. **Clarity in philosophy is needed early on in the process otherwise clubs will keep on storming without making progress as there will be no anchor or guide to the value and appropriateness of a particular direction.**
8. **Carefully link agreement about philosophy to service provision and to employee job descriptions so that you can provide the right type of service via employees from the outset.**

5.2 Norming and Performing

Norming refers to *cohesion and consensus internally in the partnership club, externally between the clubs and their umbrella partnership club or entity, between this entity and external stakeholders, and where the vision is generally fully understood by all.* Performing is *an extension of the norming process where sustainable, high quality sport programmes are delivering to an ever expanding and diverse sporting participation base.*

5.2.1 Norming the partnership

The more financially secure, the eight clubs are (and therefore sustainable) the more they talk about operating the club as a 'business' or using a business model. In this sense they refer to the use of business principles in decision making, and in using systems and processes that will result in increased services and financial surpluses. College Rifles has achieved a reasonable balance using business models that give certainty to their operation. Sharks and Linfield also follow business procedures that normalize the operation of their clubs and Upper Moutere is just beginning to look at developing business systems to be able to fully utilize its new facility, built with commercial outcomes in mind.

In the lead – College Rifles Rugby Union and Sports Club

The CEO runs CR as a business and reports directly to the chair making this a very flat management structure with few opportunities for confusion, and few committees in the loop or stakeholders to be listened to.

The leases of the Bar/Restaurant/cafe, Fitness Centre, and Physiotherapy Rooms have returned income to the organization without the problem of needing to manage these operations.

They do not run the various sports administration systems of each of the clubs; rather they just connect with them regarding grants and let them access and use all facilities. This reduces further the stakeholder management of sports.

There is an obvious trade-off here with reduced stakeholder management comes increased reliance on the capability of the sports club, a capability that is often lacking and is the reason for

considering different models for sport club partnerships. Further support for this hands-off approach to sport club administration is given by Shark Sports Club:

“We manage the various clubs at arm’s length we support them with grants, provide facilities (e.g. new building) and lobby on their behalf but we don’t run the sports, we work with the clubs/committee, so the burden on them is less administratively and those clubs are still in control and feel empowered but supported in their efforts. This appears to be working well.”

Linfield’s model is different from that of Sharks and College Rifles. They see administration as the key service that they provide, this also appears to be working well, although some might argue the approach is less empowering, they also identify that Linfield is primarily also run as a business.

The clubs that seem to be thriving generally have a staffing capability and this seems a natural place to show a transition from storming to norming, if not performing. The clubs that did not manage to sustain a staff resource Eskview and Papamoa are the two that are analysed in detail in the deforming section of this report proving that in some measure a staff resource is essential to be able to operate a structure as complex as a sport partnership. A key issue in management is the difficulty in retaining good staff. A small number of the partnerships have had staff turn-over and at least one or two are vulnerable if this occurs. Particularly, because the skill set required to manage relationships with a variety of stakeholders is a high level one:

“Great job, problem are people coming in, people phoning up, I’m always working in the present not able to look long term. I need to be very focused, listen and be non-judgmental while at the same time judging what clubs are wanting from me. As an outsider coming into this rural community I have found it easier to stay neutral”⁷

Especially in the rural communities holding onto expertise like Michelle’s becomes crucial to being able to run the operation with continuity. This point is also valid in the staffing in general for these Sport Partnerships.

“For Linfield the success has been related to the fact we do not have large staff turn-over or governance turn-over, as do the clubs that we manage. There is a need to have people involved who remain for a long time”

As a final comment norming seems more difficult in the sport partnership clubs that do not have a strong business emphasis, these clubs, Te Puru, Greytown, Upper Moutere (currently), are more community focused, they are also those within rural communities, their systems are of good quality but they lack the focus on sustainability and are therefore more likely to fluctuate depending on success with external funding and the skills of the coordinator.

5.2.2 Lessons on Norming

- 9. Employment of staff is an important and necessary step in giving the partnership club the opportunity to develop systems and processes to normalize club operations.**
- 10. Clubs should follow business models and look for commercial activity or other revenue streams that will sustain the club into the future regardless of how community focused they are.**
- 11. How the partnership club handles administration services needs to be spelled out clearly and early so processes and procedures can be clarified.**
- 12. Retaining key staff and the governance committee for longer periods is essential to building stakeholder trust and continuity.**

⁷ Pers Com Michelle, Upper Moutere.

5.2.3 Performing in the partnership

Evidence of performing comes primarily from a capability to provide sustainable financial support, programmes and services (see capability section of the report).

Performing results from a clear match of vision and communication strategy and ultimately being able to deliver outcomes needed by constituent clubs and the wider community.

These outcomes include being able to provide advice and guidance, financial assistance via the acquisition of grants and ability to run complex aspects of sport, such as facilities and sports field provision on behalf of the clubs and other stakeholders.

Performing not surprisingly means different things to each partnership. Each of the eight partnership clubs has a slightly different measure of success. For Greytown success is the increased capability of volunteer's club administrators, this they would argue leads to increased capability of the clubs and to increased participation levels. College Rifles state that programmes that focus on youth development have flooded the complex with young people over the last few years and that putting all activities in one place reduces traffic congestion, car use and makes it easier for parents. Sharks point to a substantially increased presence in the community via holiday programmes and the soon to be occupied new clubrooms. For Upper Moutere performing is being able to deliver on their promises, which see a new range of facility based programmes launched in the centre, an increasing range of events for the community and support for their individual clubs.

Linfield sees performing as running a range of club administration activities in such a way as to enable the club committees to focus on sport specific issues while they (Linfield) deliver quality traditional club services (uniforms, coaches, administration for competitions, accounts management) to club members.

As clubs move from norming (embedding processes and staffing to enable them to fulfill the vision of the organization) to performing (delivering outcomes, facilities, programmes and services) there has been an increased capacity within the clubs to do new and exciting things.

What is remarkable and significant is the range of activities, programmes, people and expertise that go beyond expected capability of a sport partnership and have come about as an un-intended consequence of performing partnerships.

5.2.4 New Innovations

TABLE 6.

Ideas	Idea/Initiative description
<p>Programme ideas</p>	<p>An ACC claimant (Short term injury) has been taken on to set up a volunteer programme for all sports in the club. The role involves establishing procedures, meeting and encouraging people to volunteer, writing job descriptions. Person placed at Linfield because of the work environment and meaningful work in her field. Linfield</p> <p>Part-time worker (.5 FTE) appointed to write and secure funding via grants, sponsorship and applications for support through Pub Charities. Te Puru</p> <p>Sport focused Holiday Programmes (mixed age/competitive sport based), run in all four holidays, training programmes for leaders, meets community's child care needs and builds skills and makes connections. Sharks</p> <p>Life's a ball is a unique programme for 3-5 years, ,6,7-8 year's, 9 years focused on learning motor skills, utilising a fun teaching process and the synthetic surfaces of the club (an essential component in this programme) (indoor and outdoor). The programme is a great introduction to the club (as schools participate) develops skills in young people and operates in 12 week programme cycles. Coaches are trained and the emphasis is on teamwork, competition, family and introducing skill training in conducive environments. Mum's/Dad's go to the new gym facilities or onto netball, badminton or tennis courts while children are at the programme. College Rifles</p> <p>Active Kids (AK) (franchised programmes like 'Active Kids' which is a commercial programme run from Upper Moutere, which is a business with specialist physical Education teachers running it feeding from school programmes it includes AK gymnastics, AK indoor football. Facility was key in getting the business a start. Upper Moutere</p> <p>Franchised programmes operating from the centre 'just gymnastics'. Much better than starting own from scratch. Upper Moutere</p>
<p>Facility ideas</p>	<p>Addition of New Zealand's first outdoor synthetic all weather rugby grounds that will be able to be used by Cricket, Netball, Rugby and as an outdoor field. College Rifles</p> <p>Combined Clubrooms, mainly funded by the sportville club but allowing other clubs in and supported by Council.</p> <p>Prominent Coffee Shop, indoor outdoor cafe overlooking playing areas. Sharks</p> <p>Approach has been made to the club to help with the establishment of a new club based on roller sports. Keith the Exec Officer for Greytown Sports Club was approached initially and is involved as this club once incorporated will be a member of Greytown Sports. The club is therefore acting as a major player in assisting new sport development and new club formation in the town. Greytown</p>
<p>Operating Practices</p>	<p>Very strong focus on junior participation through tournaments, leagues and competitions run with Children's needs in mind and as a club philosophy and focus as distinct from a focus on buildings. Sharks</p> <p>Each school group who attends the club goes through the Memorabilia area and looks at the old soldiers display, photos of Silver Ferns and All Blacks and is taught the history related to club members. College Rifles</p> <p>Greytown Executive Officer developed a manual called The 'Club Officers Handbook'. This is a comprehensive handbook outlining all aspects of how to administer a club, covers position descriptions, importance of planning, incorporation, constitution and running meetings. Has been successfully applied and referred to by clubs in the Community. Greytown</p> <p>Region wide activities programme co-ordinator (TDC) based at the facility and developing programmes there, working collegially with the facility manager so that together they cover each other (20 hrs plus 5 hrs). Upper Moutere</p>
<p>Partnership ideas</p>	<p>Genesis /Elite fitness operating from a base at the club serving fitness needs of people in the whole of the Remuera area. College Rifles</p> <p>Youth worker from local church moving into the facility to continue youth work, and youth programmes in the gym etc. Upper Moutere</p> <p>MCC fitness centre put into Te Puru to provide a fitness facility on site that meets the needs of that whole community and the sports clubs, plus staff outcomes for Manukau related to work of staff at Te Puru, so you might say Council and Te Puru are in an active partnership. Te Puru</p>

5.3 Deforming – reasons partnerships fail

5.3.1 Why Papamoa Sports and Recreation Trust failed.

History

The then Tauranga District Council (T.D.C) purchased the Gordon Spratt Reserve in 1988. In 1992 Council created the Papamoa Community and Recreation Facilities Development Plan⁸. Papamoa Sports and Recreation Trust was one of the contributors to this plan. Papamoa was successful initially and gained Council commitment to a building development in 1993. Council contributions to the project were ongoing through the 1990's as more of the infrastructure and fields were set up on the reserve. It appeared that the activities and focus of Papamoa were generally supported through this decade and clubs and programmes developed with many new sporting clubs wanting to join, and the surrounding community growth was also significant. From 2000-2003 onwards the now Tauranga City Council (T.C.C) provides grants for a range of projects but becomes increasingly concerned and frustrated at the financial and strategic lapses within the club. In 2003 there was significant Council Staff involvement in supporting the club as the financial situation had deteriorated. In 2004 the club was struck off the Chartered Clubs Register and T.C.C. finds that to this point its total contribution to this project (not including capital costs of sports fields, car parks, staff time, and lighting) was \$870,000. T.C.C. takes ownership of the Building in 2004.

Initial success

There is evidence of real success in this model initially. The community group that set up the Papamoa Sport and Recreation Trust were real pioneers in many respects, supported by a proactive and pioneering Local Authority at the time. Initial trends in 1996 indicated seniors at (651) then 1997 in (1189). Junior numbers grew but not to such an extent, 1996 (447) then 1997 (675). The increase in adult membership was dramatic, and this showed the success of the original concept in attracting adults at least.

Why Papamoa failed

There are a number of contributing factors to the failure of this organisation. A summary of those that played the major part is listed below. The direct failure was theft, mismanagement of funds over a sustained period. But the conditions that lead to this situation are what is of interest to us.

- **It was a facilities focused strategy.** There was no growth or maturation to empower club activity beyond the building.

“Facility focused strategies can inhibit innovation in programme and service delivery...parts of the community ...have barriers to participation ...facilities-focus initiatives can overlook quality services and programmes of an outreach nature... The strategy holders need to ensure facility (re) development and design reflects services and programmes required by the community and not services and programmes dictated by the design of the facility”⁹

- **Governance structure was wrong.** It involved community people elected because of their sporting interests but lacking in required expertise. This was one example where collecting clubs together did little to increase the available expertise at the governance level due to the nature of the process of election to the board. This Trust was consistently resistant to change and did not follow through when told to on Strategic and business plans. The Trust

⁸ Brief history compiled by Kiri Pope, Tauranga City Council.

⁹ Athol Herbert's Papamoa Tennis Club Eastern Bay of Plenty Committee For Physical Activities report

under-estimated costs right from the start (150,000 over-run on the original building project). A key mistake initially was that some trust members had made personal guarantees on own property so were reluctant to stand down.

- **Council was too hands-off for too long.** Council's philosophy and strong focus on sportville blinded them to the potential problems that were developing up at the club. Council seemed to have substantial and misplaced trust in the club's ability to self-manage their activity as a collective. This led to a failure by Council to follow up continual signs of financial trouble.
- **Poor reserve planning by all.** Council's role in the supply of fields and playing surfaces seemed to lack coherency or sporting clubs were not able to convince Council about placement of fields in proximity to the clubrooms. This was a dramatic failure that resulted in fields being placed at some distance from the clubrooms, which led to a reduction in tournaments, invitation team play and club members.
- **Club Culture and communication.** The clubs were not actually connected to any administrative hub, operated autonomously and this resulted in each club not fully involved in decision making and the trust committee operating as a closed group lacking accountability and transparency.
- **Chartered Club and Bar Mentality.** A major mistake was to join with the Chartered Clubs. This exacerbated the problem of perception of the club as a booze barn. The club became known locally as the 'Papamoa Pub' alienating many who wanted sport development and new programmes (Women's rugby left saying that the club was "unwilling to help sports only care about rugby and beer drinking"). A tendency to suggest and support the governance failing above, where those with sport club bar mentality dominating in board decision making.
- **Additional Complexity.** A substantial number of additional clubs joined after the initial phase, although this increased membership numbers it also added complexity at a time when the organisation needed to consolidate and focus on programmes and clarifying its vision. It is unclear as to whether these clubs fully understood the vision or just joined as a way of accessing the facilities.

5.3.2 Why Eskview Sports Association is in trouble

History

Bayview is a small township 8 km north of Napier. The whole area has approximately 2000 residents. The Petane Domain is the central park area for the community of Bay view; it was administered as a Domain Board prior to 1989 and was vested in Napier City Council thereafter. Eskview Sports Association (E.S.A.) incorporated in 1998 with four of the eight clubs on the Domain joining. At this time the long term plan was to build a new recreation building. They commissioned the Millennium Institute to do a preliminary report on a proposed Leisure Facility for Petane Domain. This report scoped the current situation and suggested ongoing liaison with stakeholders and vision clarification. The initial vision for Eskview was "to be a leader and focus for sport and leisure facility and service provision for the wider Bay View Community". They never really achieved this plausible and worthwhile vision and are still struggling to gain credibility in the Bayview Community.

Initial success

Again just like Papamoa there was some initial success with this sport partnership although one key failing at the inception of the project was the inability to get buy in from all the codes on Petane Domain, particularly Bowls and Tennis in the end stood apart. Initially there was a good relationship between Football and Rugby and a cautious approach was taken in sharing the rugby clubrooms. Two two year trial periods were successfully negotiated before a long term agreement was developed for the sharing of the main clubrooms. The project had good legal advice and reasonable

governance models were followed. They used the expertise of independent experts in legal and sport and recreation matters. However, one significant lapse set the scene for the problems that would follow. Although a number of sporting clubs did not buy into this idea initially rugby did, however it did not sign the contract (agreement) to be part of E.S.A. From this point forward it should have been realised that this would be an ongoing obstacle.

Why E.S.A. in struggling

There are a number of contributing factors. But the key failures appeared to be:

- **Eskview Rugby Club.** Poor and changing vision and leadership within the Eskview Rugby Club meant that their culture was not strong, nor clear in its support of this initiative. They did not sign the initial partnership contract but acted as if they had. The lack of maturity of some individuals within the rugby executive, its membership and supporters was a key factor in undermining the vision of E.S.A. This problem tended to reside in the adult senior club population, and not with junior rugby. The key mistake here was not ejecting the rugby club from E.S.A. as it became apparent they were unable or unwilling to join in with the spirit and intent of the new entity.
- **Governance issues.** Election processes for individual clubs kept feeding the problem with a continually changing group of people in the constituent clubs. Sport governance structures and constitutions that use traditional election and voting mechanisms often see people inappropriately elected to volunteer governance positions based on some populous issue rather than for skill sets that might be appropriate to the clubs needs. Problems within the governance structure where the majority of representatives are there to represent the interests of their own sport rather than the general interest of E.S.A as an organisation. As problems continued fewer 'Community Representatives' were found to balance the governance between the interests of the sports and those of the community as a whole. No members of the governance structure were appointed or elected on the basis of skill sets applicable to running a multi-sport partnership, although it is acknowledged that some individuals did have useful skills.
- **Lack of inertia.** A lack of buy in to this vision from two key users of the domain, bowls and tennis damaged the credibility of E.S.A in the eyes of funders/the R.S.T., Council and the community.
- **No working sportville model to follow.** Lack of a clearly defined sportville model that the Hawkes Bay Sports Trust could use as a template or guide to help it mentor and facilitate this process. Many were flying blind with the process of how to set up a robust working model. Although members of E.S.A were visionary and they did get support from their R.S.T. no-one could convincingly say they were on the right track.
- **Lack of T.A. support.** A complete lack of support, leadership or involvement of the T.A. was damaging to the vision and probably also was the reason others did not join E.S.A. Although the Napier City Council has a mandate within the Local Government Act to support sport development, they interpret this to mean provision of basic infrastructure and in this case sporting fields without participating in discussions about buildings and use beyond those matters of a regulatory nature.
- **Unresolved issues between rugby and football sport subcultures.** The infighting between rugby and football and the inevitable impact this had on funding and community support.
- **"Pub Mentality".** An over emphasis on traditional beer drinking and bar activities and the value of this to sport delivery, particularly by members of the rugby club
- **Serendipity.** A series of unfortunate circumstances including,

The way the reserve development resulted in a senior football field being placed in front of the revamped E.S.A clubrooms, or as some saw it the rugby clubrooms.

Legal challenges between the rugby club and E.S.A. were wasting time and money.

The small size of the local community and the potentially divisive disputes polarising people's opinions of E.S.A, Rugby, Football and others and the impact this had on people's willingness to participate in the Governance Structure of ESA, and in the committees of the various sports.

The lack of maturity of this particular cohort of rugby club members was unfortunate and the inability of their committee to manage the behaviour of these individuals could not have been predicted.

Key moments when funding for the building development was not achieved which if it had been achieved would have strengthened the hand of E.S.A.

The size and importance of rugby in this small semi-rural community may have coloured the decision making of ESA's Governance Board.

The lack of support for the co-ordinator and the lack of clarity about what her role should be as it related to the various sports clubs in ESA.

5.3.3 Lessons on Deforming

- 13. There is a need to ensure the rightness of the vision in the governance structure beyond the development of the buildings and their operation in a traditionalist rugby club mode.**
- 14. Without the ongoing support of T.A.'s it is difficult to get a consistent coherent message out about the value and need for partnerships.**
- 15. Who gets elected to governance structures makes a significance difference to the quality of governance that actually occurs.**

From the evidence produced in the two examples, from evidence provided in the storming and norming phases of partnerships and from comments of all eight partnerships the key reasons why a sport partnership project might fail or why moving through the phases of development of a sport partnership might be difficult are summarized in the Table 7.

TABLE 7

Potential to derail the project	Issue explained
Vision ‘purpose’ not clearly stated nor clearly understood by all	In many of the partnerships there is a clear mission or vision statement that says what the over-arching organization will seek to achieve for its community/sports participants. While this is useful for external stakeholders it is not the where clarity is needed for clubs. Only Linfield, Greytown and College Rifles (three of the more successful in the group) had vision statements focused on what would be achieved on behalf of clubs. There needs to be more clarity/vision around the relationships between the clubs and the partnership entity.
Poor governance mechanisms allowing people to enter the system with vested interests	Where work has been done to limit partisan or un-informed views being expressed at governance level the focus remains clear. Where the change at governance level is too great, or the wrong people end up in the governance structure either initially or as it moves along, sport partnerships can be derailed. Careful ongoing management of all aspects of governance for all clubs and entities involved is crucial to the success of Sport Partnerships. Slowing (but not stopping) the rate of governance change is desirable.
Loss of key visionary champion	It is crucial for the success of Sport Partnerships that the key champion is not lost to the process at an early stage.
Disconnect between buildings and playing surfaces	There is a much bigger almost spiritual connection between where people play sport and where they socialize, and watch sport being played than first appreciated. It is of great importance to place buildings in locations where as many member clubs have access to and can connect easily to their playing fields, courts and social, change spaces
Lack of sufficient buy in	Where there is not enough buy in from the key players (T.A.’s, R.S.T.’s, Clubs on a Domain/Park/Reserve, N.S.O.’s, R.S.O.’s and Funders) then there will likely be ongoing difficulties in gaining the necessary momentum for the sport partnership to succeed.
Removal of funding support	Many of the partnership clubs are looking at business and revenue generation independent of grants, most however are still heavily reliant on grant funding. A major fear is a perception that they are successful becoming a catalyst to move funding to other areas. Being penalized for their success.
Loss of a paid staffing resource	Evidence points to this being a crucial stage in the development of successful sport partnerships. Loss of this resource limits the organizations ability to perform and could derail the whole process. This has been a contributing factor for both Eskview and Papamoa.

6.0 Sport Partnerships – Key Processes

6.1 Governing

6.1.1 Contemporary Governance

Governance is an important instrument to ensure ongoing success of sport partnerships. Initially it becomes significant when the organization seeks to find the expertise required managing a new entity and it is equally important in assisting the new entity functioning properly as the partnership proceeds. Work on governance has been evident throughout the sport delivery sector. This underpinning statement summarises its significance:

“It is crucial that all recreation and sport strategies and structures fully recognize best contemporary practice and adapt to changing lifestyles of New Zealanders”¹⁰

The difficulty is in understanding what ‘contemporary’ approaches to governance and structure might be and how these clubs have grappled with ways of developing a modern governance approach that allows them to develop and grow.

Table 8 shows a summary of governance processes used in the eight study clubs. There are a number of different approaches taken depending on the advice and philosophy used. The legal entities vary across the two common models used under NZ law, Incorporation and Charitable Trust. The former is useful in that it gives many of the clubs an opportunity to participate directly in the formation of the entity (15 signatures required on the incorporation form). The latter does not require this and any three persons can set up a Trust, theoretically under their direct control. Changes to the Charitable Trust Act are not covered here. It is the position of this report that sport partnerships should become incorporated unless they are set up for clearly defined charitable purposes usually related to sport education.

There are two areas of particular interest in reviewing these partnerships. Firstly; the way the clubs find/select the expertise they require on the Governance Board/Committee and secondly; the nature of the structure created in respect to modern management process. The way the board recruits members reveals much about the nature of the partnership because it can be seen how representative the governance structure is of its constituent clubs and the wider community and how much expertise it might be expected to hold to ensure the job is done.

6.1.2 Selection of the Board

The traditional model for amateur sport clubs favours election by the members, hence the organization is said to be democratic and representative of the character of its members. Over more recent times some appointments have also been made to Governance Boards. This is often found in National Sport and Unitary Board models where there is a mix of both elected and appointed board members. This is thought to be acceptable *as long as the appointments are made on the basis of merit*¹¹. We see that our eight study clubs have a mix of all of these approaches.

¹⁰ Nine Steps to Effective Governance – SPARC 2000

¹¹ Ibid part 8, p 41 Nine Steps – SPARC 2000

TABLE 8

Governance/Structure Analysis of the Eight Sport Partnerships

Organisation	Legal Entity	No.	Sport Representation	Selection Process		Structure		
				Ex-Officio	How Found	Formalisation Structure, job descriptions, policies	Centralisation of decision making	Staff Levels
College Rifles Rugby Union Football and Sports Club	Incorporation	5	3 rugby 1 badminton 1 netball	None	Election by constituent clubs onto Board	MEDIUM	HIGH	3
Eskview Sports Association (ESA)	Incorporation	15+	3 members of each affiliate code	4 Community Members not directly associated with any particular code	Election by constituent clubs onto Board	LOW	LOW	2
Greytown Community Sport and Leisure Society	Incorporation	8	4 committee members voted on as representative of the sports	1 voted school representative, 3 appointed by a selection panel	Combination of election and appointment by panel	MEDIUM	MEDIUM	2
Linfield Cultural Recreational Sports Club	Incorporation	5	Specialist expertise 1 rugby rep only	None	Appointment	HIGH	HIGH	3
Moutere Hills Community Centre and Sports Complex	Charitable Trust	5	Reps of clubs	1 Tasman District Council attends infrequently	Elected	MEDIUM	MEDIUM	2
Papamoa Sports and Recreation Club Inc	Incorporation	5	No-one else initially could be involved the 5 trustees had mortgages on their respective dwellings	Council appointed 3 Councillors to assist governance until 2001	Set up and run by 5 trustees	LOW	HIGH	2
Sharks Sports Trust	Charitable Trust	5	Appointed (Touch Controlled)	None	Appointed	LOW	MEDIUM	2
Te Puru Community Charitable Trust	Charitable Trust but also C.C.O	9	6 Elected (From general membership)	1 ASB, 1 Council, 1 local primary school	Combination of election and appointment by panel	HIGH	MEDIUM	3

Governance is clearly at the heart of how sport partnerships work and it is no surprise to find that it is often the underlying cause of these models not working (See section on deforming, p24). With good governance comes good and clear vision and clear simple and understandable vision is significant in helping focus action. A partnership governance board with a clear vision is more attractive, conceptually it is easier to understand and invariably it's easier to sell. An example of such a vision is given in Table 5, 18 from Linfield Sport.

“We specialise in administrative duties and financial management and planning, for sport and community clubs” Linfield Sport

The vision statement describes the purpose of the organization. It lacks a future focus as would be appropriate generally for a vision statement, but the constituent clubs would have no trouble determining what it is they will receive if they join. There is little ambiguity in the statement, little room for global concerns or generalities. This makes it easier to connect with constituent clubs and easier for new members of the governance board to clearly understanding what their role might be and whether the skill set they hold would be of use to the organization. Given our growing understanding of the complexities of running one of these sport partnerships there appears to be a strong case for considering an increased role for appointment of needed expertise to governance boards at the expense of representative democratic election processes. This trend is showing up in many of our partnership clubs.

This approach suggests a reduced emphasis on viewing clubs as solely membership based with governance that represents the “voice” of this membership base, considering instead the wider set of people who may benefit from the clubs services, facilities and programmes. Clubs from this wider perspective see that they serve a multitude of stakeholders and they need to attract a high level of expertise in governance and management in order to be able to serve this group effectively. The more successful of the partnerships on display avoids this complexity by making things simple. They appoint expertise onto boards; they control board appointments carefully and ensure they fit the vision of the organization. They do this via the use of impartial appointment panels, job descriptions or position statements for board roles. Examples are Greytown Community Sport and Leisure Society, Te Puru Community Charitable trust and Linfield Sports. Even more controlling in this respect are Sharks, who operate as a somewhat closed Trust. Pro-actively seeking and inviting suitably qualified candidates or as it is commonly referred to ‘shoulder tapping’ was widely practiced and seen by many as a valuable, if not essential, part of board selection.

6.1.3 Representativeness of Constituent Clubs

Evidence exists of efforts to ensure partnership entities are representative of the clubs that created them. College Rifles Rugby Union Football and Sports Club bought badminton into their club in 1940 and this gained them a vote on the College Rifles board. Interestingly, the idea of giving each club representation on the governance structure is not common in the study clubs; many require a person to be elected from the group of sports clubs but don't require the governance board makeup to reflect that of the constituent clubs. The approach of electing from membership is however problematic because it limits the pool of expertise available to the governance structure to its membership alone. Not surprisingly as these sport partnerships often involve stakeholders beyond the representative sports clubs, board selection in at least some of the study clubs has involved appointment of what Papamoa and Eskview refers to as ‘community members’ . This is one example of appointment that represents outside stakeholder interests. Other examples are given in Table 8 and include political appointees, education appointees, and even more specifically a funder appointee (in the case of Te Puru Community Charitable trust).

Many of the study clubs report some difficulties in finding people who are willing to be elected or appointed to these governance boards, and few of them have guidelines of what would be expected of board members. While there is no doubt that some very skilled individuals have made it on to

the boards of these organizations, it is also obvious that at times the wrong people have been elected to boards.

In the case of Papamoa Sports and Recreation Trust, the trustees (neither elected nor appointed) caused the complete demise of the organization through poor decision making initially from taking out mortgages against their own properties. Another partnership Eskview Sports Association has struggled to hold expertise and to find new people for its governance structure.

Linfield Cultural Recreational Sports Club has experienced the danger of representation and has deliberately created what they refer to as a 'Benevolent dictatorship'¹². There are similarities between this approach and the approach taken by College Rifles, both of these entities were created by rugby, and one at least retain a controlling interest by rugby on the governance structure. There are a number of other examples of sport partnerships¹³ where the dominance of one club has been effective. This is similar in concept to the dilemma in management theory where autocratic management is more effective than democratic management styles provided the autocratic manager is able to read correctly the external and internal environment of the organization. In many cases successful rugby clubs are a powerful force in New Zealand's sporting landscape and have often been excellent role models for other sporting clubs to follow. Not surprisingly we see them at the heart of many of the successful sport partnerships.¹⁴

6.1.4 Representative of the Community

Table 8 does point to the role of appointment as an effective way of the partnership clubs gaining expertise needed to assist the club to be successful. This is discussed in the next section in more detail. There are other reasons why partnership clubs may benefit from a more community wide representation in their governance structure. The extent to which a sport partnership is connected to its community of interest, indeed representative of that community is of interest to us. Recent research found:

"When considering what was significant we found one factor to have statistical significance and that was an increased perception of involvement with regulatory bodies (e.g. licensing, local government) and to a lesser extent with corporates, sponsors and national and regional sporting bodies".¹⁵

This finding is consistent with evidence found among this new group of partnerships. Many representatives on the eight partnership club boards are representative of a wide range of business and commercial interests, exemplified by the President of College Rifles Mr Peter Thompson, Director of Barfoot and Thompson New Zealand's largest real-estate agency. Many other professional skill sets exist throughout the boards of those clubs that are most successful in this group. Where we have lower levels of social connectedness partnerships seem more isolated. Papamoa Sports and Recreation Club, Sharks Sports Trust, Linfield Cultural Recreational Sports Club all suffered at one time from a lack of social and business connection and expertise represented on their boards. This shows up in the storming phase of their development and many have expressed some level of frustration at their inability to connect properly with agencies in the external environment.

¹² Per's Com David Sloss – CEO Linfield Cultural Recreational Sport Club, changed from the term passive dictatorship which was originally used.

¹³ Partnership Study

¹⁴ They have also been the problem in other cases Eskview and Papamoa as two examples when the wrong people capture the governance structures.

¹⁵ Partnership forming behaviour involving local amateur sports clubs in Australia, Canada and New Zealand.

Perhaps the best example of a lack of connectedness comes from insights gained from the Papamoa Sports and Recreation Club where a brief history of the club provided by Kiri Pope, Tauranga City Council, points out that the self appointed trust members over a long period:

“...did not proceed with change to the management board structure as recommended in 1995, in 2003 – committee noted as being worn out lacking in necessary skills and the burden had overloaded a few individuals”.

This Trust operated as a “closed group” within its community of interest. In effect this lack of connection and therefore representativeness with key stakeholder groups in the outside community, in particular the T.A. was a key factor in their eventual demise.

The most significant and far reaching of the partnerships seem to be those related to Territorial Authorities. It is important to note that although some of the partnership clubs have an appointed Local Government representative, there are equally as many appointed education representatives. Prior research¹⁶ determined that T.A.’s are significant contributors to the success of sport partnerships; they act to facilitate these developments in many cases and then almost always stand back from them in order that the partnership clubs run independently. They do this even if they own the buildings and facilities, in the same way that they provide grounds but do not manage sport delivery.

One important issue is the potential for community representatives to act ex-officio on boards. Several clubs (see Table 8) hold positions on the boards for stakeholder organisations that indirectly serve the needs of the community i.e. schools and T.A.’s. Concern was raised that these positions were sometimes ineffective; ex-officio members did not contribute or turn up or only attended if there were issues. The dilemma is, that it is important to have stakeholder representation, and equally important have people who are clearly serving boards because of the skill sets they offer. Given the important work done by boards and the difficult job they face there is a need to limit the political ex-officio appointments if the role that they will play is one that is regulatory.

As a concluding comment it would seem that the stakeholders of any of these partnerships including the constituent clubs themselves would be requiring not so much a voice on these governance bodies as the knowledge that they are being run by people with the expertise and capability to manage the organisation, and that they can have an opportunity to input at the appropriate level.

6.1.5 Gaining the Right Expertise

A key issue for a number of the new boards was the skill level needed to run a new type of organization. Papamoa Sports and Recreation Trust was a clear example of this with the original trust members lacking the skills required to manage the organization they originally created (as a Charity) to the point where they engendered substantial cost over-runs in the initial building project, made unwise decisions regarding connecting the organization to the Chartered Clubs Association and showed a lack of capability in sport administration. Others within the Eight also had problems. Initially Te Puru Community Charitable Trust failed in its attempt at building development partially through a lack of understanding of project and financial planning related to recreation building development. These initial mistakes appear visible when connected to large scale capital projects, but are equally evident in the lack of sport/recreation and programme development exhibited by these clubs initially. Success in gaining expertise at the governance level has by and large been a matter of prudent management of the selection process, or in some cases circumventing this process completely by ‘shoulder tapping’ and engineering expertise into governance positions.

¹⁶ Partnership forming behaviour involving local amateur sports clubs in Australia, Canada and New Zealand.

Another key issue was the significance of sport specific expertise on the governance structure. Evidence suggests that the clubs that provided for the acquisition of business skills in the governance structure did best. The two are not mutually exclusive but there is a potential for bias to occur at the governance level as was alluded to in a number of the interviews, where decision making is coloured by the needs of a particular sport. This dilemma suggests the need to keep sport amateur club expertise separated from the governance structure in sport partnerships

6.1.6 The amount of Change in Constituent Club Governance

For Linfield Cultural Recreational Sport and Leisure Society a key issue has been dealing with the constituent clubs governance structures (all elected) and the changes in emphasis of these governance structures over time, this same theme is apparent in the Eskview Sports Association where it was noted that problems occurred as a result of changes in the Rugby Club Committee, from initially supportive to unsupportive over a five year period. Further evidence exists if you compare those clubs with relatively stable situations with those that have been dynamic. Papamoa Sport and Recreational Club should have benefitted from having a stable trust board of 5 trustees over a long period and there is evidence to suggest this was the case initially (Over time an issue for Papamoa was the large number of sports that sought to join in the early years). College Rifles and Linfield had more stable governance environments, but both suffered similar less dramatic episodes of conflict with the introduction (in both cases) of football clubs into their partnerships. These clubs and their governance structures questioned the assumptions and processes of the parent partnership entity and for a time caused problems before being ejected from the collective. A number of partnership clubs now have processes in place to control and prescribe entry. Linfield Cultural Recreational Sports Club has a clear statement about what they do for clubs and what they expect, Greytown Community Sport and Leisure Society although dramatically different from Linfield (they see themselves as a 'support agency, whereas Linfield run all operational aspects of each club on their behalf) has a simple and clear identification of the nature of the relationship. Marist Club/Sports (Palmerston North) Ltd although not part of this study also has clear policy in this regard and clubs that join must agree to that policy.¹⁷

One of the main areas for vulnerability of this model of sport delivery is the same vulnerability that a single purpose governance structure has and that is continual change in the governance structure as people are voted in and roll out in two and three year cycles. There needs to be continuity if sport is to be delivered effectively. New Zealand appeared to have much greater cycling of governance roles than those sport partnership clubs reviewed by the author in Australia and Canada.

6.1.7 Lessons on Governance

- 16. Move the balance away from election to board/committee toward appointment. In the early stages with smaller organizations involve the Executive Officer in board selection to ensure 'fit' and continuity**
- 17. Make sure there is a simple and clear vision that describes the purpose of the new entity that will be easily understood and be appealing to potential candidates for board positions.**
- 18. Ensure wider community skill-sets in business and management is present on boards to enable the social/business connectedness of the organization.**
- 19. Avoid the idea of ex-officio board positions, where a board might carry 'passengers' who are required to be present to oversee or keep an eye on things for external stakeholders. The need for all board positions to carry skill sets that maximize the quality of board**

¹⁷ Cited <http://www.maristsports.com/rugby1.html>

decision making, strategic planning and other important areas necessary to run a complex sport partnership organization.

20. Sport specific expertise is neither essential nor desirable in the governance board, but is important at the next level down.

21. Partnership clubs should regulate to hold governance roles for longer periods and work with constituent sport clubs to hold mainly appointed expertise for longer.

6.2 Structure

6.2.1 Structure- Management and Reporting

As expected there are variations in the models used to structure partnerships clubs. Models deal with new challenges not faced by grassroots sporting clubs and are usually associated with regional and national sporting bodies. At its simplest where formalization¹⁸ and centralization¹⁹ are low with no hierarchical levels, the club acts in an organic fashion. Everyone pitches in and the jobs are shared across the committee, typically presidents, secretaries, club captains and the like. Although some aspects of this traditional sport club model are shared in the eight clubs, the reality is that the structures are often too complex to sustain this approach.

In the lead - Te Puru Community Charitable Trust

One of the more complex organizations to be found in sport partnerships is Te Puru Community Charitable Trust. This Trust has reporting responsibilities as a C.C.O. (Council Controlled Organisation); it has commitments to Manukau City Council for recreation outcomes and to the many sporting clubs that set it up in the first place. The Trust has many stakeholders including: 8 sporting affiliate Clubs each with their own constitutions and committee; 4 Sports clubs run directly by the Trust but with interested parent stakeholders; user groups because they are a rural community they have many of these from 'Crime Control' to 'Sea Rescue'; Staff in a range of roles; external stakeholders, Manukau City Council Departments; the Local Community Board; and a range of outside contractors. This makes for complex reporting relationships to the board. Te Puru suffered initially from too many points of contact to the Executive Officer (EO), the job was too complex for anyone placed in this role to be able to achieve. Taking the advice of their EO they restructured to a reporting structure that separated the organisation into two reporting lines to the Governance Board, one for the EO and staff and another for the Clubs and User Groups. In this way reporting responsibilities were clarified and the Governance Board became more active and responsive to the needs of its stakeholders as a result of a direct relationship with them.

This case illustrates the importance of structure to success in the operation of Sport Partnerships.

6.2.2 Paid Staff

One factor that seems to define this new sport organization is the possibility of having paid staff. All of the sport partnerships at one time or other had paid staff. In five of the eight study partnerships role clarity has been/or is an issue see Table 8.

6.2.3 The Concept of Benevolent Dictatorship

A term that refers to the way some structures are run in relation to decision making is 'Passive' or benevolent dictatorship. This is where centralization of decision making is high. It can refer to the management style of individuals and to the view taken of the driver club in the mix of clubs that

¹⁸ Formalisation: vertical co-ordination that addresses the degree to which policies, rules, procedures, job descriptions specify what actions are (are not) to be taken (Bartol & Martin 2004)

¹⁹ Centralisation: extent to which decision making is centralised at the top of the structure.

make up the partnership. Two of the more successful clubs have structures where there is evidence of benevolent dictatorship.

This means that decision making is not particularly democratic. Decision making is therefore autocratic but benevolent or inclusive of the needs of the whole. This is an attractive model in this context where often decision making/problem solving can take time as all clubs, all representatives must be consulted. A structure that allows for one clear vision and an ability or power to carry out the vision is a powerful structure if it makes the right decisions to produce right outcomes.

Benevolent dictatorship is best described as one club (in both cases here Rugby) having the final control of all decision making in the Governance Structure. This is achieved either by virtue of constitutional documents, or by the board appointment mechanisms or both. It can also be achieved by having substantial control vested in the Executive Officer or CEO of the organization. In some partnerships, i.e. College Rifles, Linfield Sports board members or E.O.'s are able to influence critical voting and have the final say. They work and they are successful and probably represent two of the most successful clubs of the eight studied in respect of their ability to get closure on inter-club issues and on policy, resource allocations and directions. They must be contrasted with clubs in the list that have so many stakeholders that they find it very difficult to gain a consensus about future direction, or so many clubs on equal footing that these clubs must carefully consider who will benefit most before taking the next step, all of which costs time at meetings, and loss of focus on significant opportunities, issues in the external environment of the club.

TABLE 9

Club	Staff issue
Moutere Hills Community Centre	Two staff are involved in the facility. They work collegially. They are effective and there are no problems. The Manager reflects that she uses her judgement and does not give in to any one club's agenda she practices staying neutral but reports that this is becoming a little more difficult as time progresses and that there will need to be clarity from the Governance Structure for her to continue to be able to make the right decision when faced with competing interests.
Te Puru Community Charitable Trust	See "In the Lead" above. In this case changes in structure to simplify the EO position and make it workable were required. Greater care is now taken in apportioning workloads and in determining reporting lines.
Greytown Community Sport and Leisure Society	Here a coordinator was appointed who saw his role as facilitating and running club meetings/some administration. This soon became impractical as the person spent a lot of time attending evening meetings and was not working on building the capability of the clubs. Although the Governance support for this role was sound, clubs as stakeholders were too influential in determining the original role description. The nature of the initial description was not appropriate and a change of focus to facilitation, and capability building occurred via direction from the Governance Board.
Sharks Sports Trust	One part time staff member runs Sharks, and there are paid holiday programmers and coaches. This person was also on the Trust Board for a time and this caused major issues of a perception of impartiality. At the time it also brought much needed continuity in the early phase of this organizations history.
Papamoa Sports and Recreation	A quality administrator was employed in the mid period of the clubs history. For a time this person invited all clubs to a monthly round table meeting and issues were worked through effectively at this level. This position was lost due to increasing financial constraints resulting from poor financial governance
Eskview Sports Association (ESA)	<p>Reporting that things worked well while they had a coordinator but this person reportedly left the role due to her inability to stop the bickering between Football and Rugby Club.</p> <p>"..although the ESA gained a coordinator in 2004 this person did not last in the role, they became an administrator rather than a programme developer. There was development during this phase, but many clubs did not use the services of the coordinator and saw little benefit in having one, particularly rugby" Viv Moule – Chair Eskview Sports</p>

6.2.4 Split operations reporting from stakeholder club reporting

Sport partnerships are complex, experience from the larger of the sport partnerships studied (College Rifles and Te Puru) indicates the management function should not be directly linked to the sporting codes, beyond operational and administration activities, e.g. education and mentoring. This is achieved by having direct reporting lines between the board and the constituent clubs, and direct reporting of the staff to the Executive Officer who in turn reports to the board. An important area of learning for Te Puru was to separate staff away from direct stakeholder engagement. This increases clarity of the reporting relationship, encourages networking between constituent club committees and the board which in turn helps the board make more informed decisions.

Good governance practice suggests a case for separation between governance and operations, but in such small structures it is better to think of all people within the structure taking an active

participatory role in the organization but with reporting line separation between stakeholders, paid staff and volunteers.

6.2.4 Show clearly the separate entities

Many sports clubs when they first consider this model are concerned about who will end up in control of their resources. It is important to show them and all others as independent legal entities. This model was favoured in every case, i.e. there were no cases where the clubs were devolved in order that they be merged or assimilated in a new structure/entity. Sport club amalgamation was not favoured and there was no evidence of this having happened in the eight study clubs. In a small number of cases the reverse was actually the case, with some sporting clubs (gymnastics, touch etc) being recreated and reconnected into the sport delivery system. This principle (of showing each entity in the structure) applies to user groups who should also show up in a clearly defined position within the reporting relationship of the structure.

6.2.5 Move to employ staff as soon as practicable

Paid staff members are essential in the successful running of a sport partnership. The partnership clubs that were operating with paid employees had wider and more comprehensive operations, were able to attract greater funding, had policy developed and were able to manage the business activity and develop programmes and services for the constituent clubs.

6.2.6 Move sport specific expertise to delivery

One or two of the study clubs separated sport specific expertise away from the governance part of the structure and into the delivery areas. This was achieved inadvertently by asking for governance expertise related to professional areas (marketing, accounting etc) and not requiring any sport background at this top level. This is an important consideration and there is much to be gained from increasing the emphasis on professional expertise and away from sport specific expertise at the governance level. Sport specific expertise is essential in the next level down. This is often in the programming of competitions, tournaments, leagues, and in the key areas of coaching, and mentoring. It would also be useful if some partnership clubs sought to employ sport administration expertise, with several tertiary qualifications in this area producing graduates nationwide. A number of the partnerships need to take a step now toward a more professional delivery system by building a staffing capability in programming, in sport administration systems, in flexible and dynamic sport facility management processes.

6.2.6 Volunteers

There is an opportunity to utilize volunteers in the sport partnership structures because the organization is large enough to coordinate this function in a professional way and order the work packages to volunteers while listening to, and acting on, their needs.

6.2.7 Keep the structure as simple as possible

Additional complexity occurs when other stakeholders are brought into the mix. Examples include Eskview Sports Club employing a sport delivery person and forming a contract with Sport Hawkes Bay for delivery of services, Te Puru Community Charitable Trust employing staff to deliver Manukau City Council sports/community programmes.

There is still a long way to go in understanding multiple stakeholder delivery from the same organization and there are some warning signs about what this might mean in lost focus/lost control for the original sport partners if external stakeholder visions tend to dominate. However this principle of multiple stakeholder engagement is still to be valued. One key place to stop would be allowing external stakeholder staff to operate inside your structure. This does not appear to have happened in any of the partnerships under investigation, but what has happened is the operation of a number of complementary businesses inside the umbrella of the sport partnership. Examples would be the Genesis and Manukau City Council Fitness Centres, many other models also allow for complementary activity including cafes, physiotherapy. These add value and 'colour' and increase

the range of services available to members and should therefore be encouraged especially if they are acknowledged as separate and distinct from the partnership.

6.2.8 Encourage boundary spanning

Boundary spanning is an approach that involves creating roles within the organization that interface with the external environment. This is the notion that your structure is an open system (interacts with the outside world). Open systems where they refer to structure and staffing/volunteers within that structure often encourage boundary spanning roles where people interact with other agencies and individuals external but relevant to your organization. Governance structures can often deliver this type of connection with people in the governance part of the structure interfacing with funders, accountants, lawyers, politicians, T.A's and other useful entities. This is one of the benefits of having a large comprehensive sport partnership as your people will have many connections into the wider social and business community. This will aid the club in many ways as it seeks to do business, gain scarce resources, and encourage participation and it should be encouraged.

6.2.9 Lessons on Structure

- 22. Try to keep the structure as flat as possible. Good management practice requires that structures are as flat as they can be so communication channels are not onerous and hierarchy is not evident. Many people who volunteer for sport are happy that there are few bosses and everyone is on an equal footing.**
- 23. Separate staff reporting away from sport club reporting and make both functions report to the governance of the organization independently.**
- 24. Employ staff and spread sport specific expertise out where delivery occurs.**
- 25. Develop volunteer management programmes.**
- 26. Encourage boundary spanning of all staff and volunteers out into the wider business and general community.**

6.3 The role of RST's

There is evidence of R.S.T. intervention in many of the study clubs and beyond into many other clubs involved in Sport partnerships in New Zealand. It is easy to see this intervention in at least four of the eight clubs (Sharks, Greytown, Eskview and Papamoa,). The support of the R.S.T. has tended to be as a go-between for funding support via SPARC and other organizations, as a mentor often making staff time available through the Sport Development staff spread throughout the R.S.T. system, and sometimes as a provider of funding for programme delivery in cases where they will help sustain the project. Eskview Sports Association although struggling was supported by the Hawkes Bay R.S.T. with a part salary payment to the clubs coordinator for identified participation outcomes. There were many other examples of good practice exhibited by staff within R.S.T.'s in helping resolve conflict between clubs and between sector partners and the Sport Development Officers roles were quite clearly evident in many cases.

What was interesting was that many of the projects were supported in different and varied ways. This points to flexibility in the R.S.T.'s on the one hand in that they attempted to find different solutions because of differing circumstances, but it also points out the lack of a consistent model or paradigm for dealing with the problem of how to shape a sport partnership. The "Sportville" document did not give a model of 'best practice' and this is clearly evident when considering the

ways sport partnerships have been formed and the variety of ways individual sports trusts have addressed the need to find solutions.

What is now needed is a sector wide acknowledgement of the value of this approach and without removing needed flexibility a focus on a winning formula (consistent) models that are likely to mean a faster and more coherent process for forming sport partnerships. R.S.T.s could also become more proactive in connecting N.S.O.s and R.S.O.'s and Amateur Sport Clubs in a more meaningful dialogue about this topic helping the R.S.O.'s in particular understand the value of it as a way of securing delivery of their respective sport into the future.

In any case the role of R.S.T.'s has been proven to be effective and instrumental in the success of "Sportville" approaches and they should continue this work with increased assurance of its value and effect.

6.4 The role of Territorial Local Authorities

Table 4, page 15 and research at the forming stage of partnerships proves that they are very important to the process of forming a sport joint venture. They do this in a number of ways; many will provide incentives for clubs to partner simply by making them aware that funding applications will be looked at more favourably if they are joint applications with other clubs. Others become actively involved in supporting the clubs through a partnership process either with staff guidance, or by fund supporting studies and consultants to do this on their behalf. At the more regulatory end of the scale many T.A.'s are faced with dealing with the issues surrounding field allocations, building leasing and licensing and they sometimes seek solutions that will be win/win for a number of clubs. Sport Partnership research concluded:

*"The involvement of local government was so pervasive (6 of the 13 clubs) that of the remaining seven partnerships three at least would have needed some local government involvement to achieve their goal. Park boards were viewed as orchestrators of the process of partnership forming by controlling the flow and direction of resources to the clubs"*²⁰

The study also indicated that T.A.'s were not seen as partners themselves but rather as regulatory bodies that could influence interest in partnerships by the attitudes they have to the above mentioned issues of field allocations, and building leases. This provides substantial opportunity to influence sport clubs in New Zealand via policy provision at the Territorial Authority level supporting the need for a consolidated approach between sectors.

7.0 Summary and Conclusions

This report has been about understanding the critical success factors that will enable single amateur sport clubs to embrace sport club partnerships. The report focused initially on capability questions surrounding eight 'sportville' partnerships. Six of the eight are succeeding while one is defunct and the other has been struggling. Those that are successful are generally very successful. They display healthy financial positions, and are able to demonstrate growth in sport participation by the constituent clubs that formed them. They are able to show much more than this. Many of the successful clubs also provide a range of programmes that they are now able to support as a result of the increased human capital and infrastructure they created out of forming collectives. There are

²⁰ Ibid Partnership Study p 13.

many innovative ideas on display in these clubs some leading the country in what might be achieved in both programme and facility design.

Governance is key

Lessons learned from both the failing and succeeding clubs give us a useful blue-print about what will make for a successful partnership. Governance is the obvious area to look for issues. These club structures are more complex than traditional sporting clubs. They have multiple stakeholders; require an enlightened management approach and inclusive modern thinking around the board table. Board members need both ability and desire to be able to utilize expertise and resources from a range of sources, ever widening their circle of influence. They need also a systems view, this by definition is beyond the single purpose club. A multi-sport club approach will have many component parts (Staff, Administration, Infrastructure, Plant and Operating Practices), that make a systems view essential. A focus on this will ensure improved delivery capability.

The report emphasizes as a key finding the need to appoint people to board positions based on an identified professional skill-set, the need to remove the possibility of partisan elected representation, and to remove vested interests from the board table altogether is crucial to the success of this model. The agencies and organizations that fund these projects must realize that the internal dynamics of the board must be sovereign and keep their officials away from governance roles on these boards and perhaps could look to indicators of performance as a way of tracking and ensuring progress instead.

It's about translating purpose into action

Clarity in the formulation of a compelling and worthwhile vision is also crucial. The vision must be able to be understood easily by all who are involved including: traditionalist sports people; volunteers; the average everyday club member; funders and stakeholders; they all must all be able to easily see the merit of the proposal and what it will mean for them. The easiest way to do this is to create a purpose and ensure the vision is expressed in this way. This is easier to do if the project is about a new building, but we should not lose sight of the fact that other important outcomes such as capability improvements and increased participation are equally valid as a call to collective action. The vision can afford to be specific and it should draw attention to the likely nature in which the service will be provided to the clubs that are the founders of these entities. To move quickly to a performing stage sport partnerships need to be clear about purpose as buildings, about purpose as services and purpose as programmes and participation.

Cluster the physical sport spaces

Another important consideration here is the sport/kitchen analogy. The placement of sporting fields, courts, playing surfaces, spectator viewing, bar and café areas around a 'sportville' complex should be as you would place services around a busy kitchen; easy at hand, no long distance, easy to understand the layout, and functional. In this way people will be able to make sense of their role and their place in the development.

Consensus on the way forward

On a general note there needs to be a little more of both the carrot and the stick in our approach to developing sport partnerships in New Zealand. In order to be able to cut through and make more of them happen, we need to align resources across sectors and have a coherent message. This is beginning to happen with the major National Funders, they see the 'sportville' model as more sustainable than single club funding applications. Territorial Authorities are mixed in their respective responses, some are ambivalent, and others embrace it fully. Those T.A.'s that are supportive usually have a much higher success rate of these initiatives within their catchment, and

the capability analysis in this report should provide further support for them beyond their obvious allure as a way of solving facility spread on reserves, and the vexing problem of what to do with failing sports clubs. Regional Sports Trusts have been major supporters of this approach and have been instrumental in making many of these ventures possible. They need to continue their advocacy role and extend it to include stronger advocacy to the T.A.'s in their areas.

The future looks exciting, with the potential for fewer but vastly more capable grass roots multi-sports clubs throughout the New Zealand sporting landscape. There are some single purpose sport clubs that will remain viable for a long while ahead, but the question is how can we get to those that are not? How long will it take to institute the changes in peoples thinking in a failing sport club and how can we minimize opportunity cost associated with those who hold out on us as their clubs disintegrate around them? This is an exciting challenge and one that can be resolved ironically with a partnership approach across sectors and a collective across minds endorsement of sport partnerships as the way of the future.

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9.0 Appendices

Appendix 1. (These figures are used to generate TABLE 1)

Club Membership (Pre partnership to current)			
College Rifles Rugby Union Football and Sports Club			
	2002/3	2005/6	2006/7
College Rifles Netball	152	272	362
College Rifles Badminton	297	320	337
College Rifles Rugby	397	845	842
TOTAL	846	1437	1541
Te Puru Community Charitable Trust			
	Pre	2005/6	2006/7
Clevedon Badminton	30	53	40
Beachlands Maratai Rugby	85	64	81
Beachlands Maratai Touch Football		520	680
Pohutakawa Coast Netball	131	78	120
Maraetai Tennis	64	64	78
Beachlands Maraetai Football		322	381
Beachlands Maraetai Gymnastics	75	95	145
TOTAL	385	1196	1525
Sharks Sports Trust			
	2002/3	2005/6	2006/7
Sharks Touch Rugby	1400	1950	3300
Sharks Football	120	150	120
Sharks Netball	115	100	170
HBC Sharks Softball Club	55	76	110
TOTAL	1690	2276	3700
Papamoa Sports and Recreational Club Inc			
	1997/8		2006/7
Wbop and Papamoa Tennis Club	130		184
Papamoa Men's Rugby	220		150
Papamoa Women's Rugby	42		nil
Papamoa Athletics Club	164		100
Bowls	150		35
Football (Summer plus winter)	150		150
Darts and pool	40		30
Indoor Bowls	145		166
TOTAL	1041		815
Greytown Community Sport and Leisure Society Inc			
	2004/5	2005/6	2006/7
Gliding Waiararapa		8	20
Greytown Bowling Club	33	38	42
Greytown Community Gym(2)			20
Greytown Cricket Club	58	65	81
Greytown Gymnastics Club(3)	36		
Greytown JAB Rugby Club	83	81	89
Greytown JCB Cricket Club	70	75	63
Greytown Junior Football Club	74	92	83
Greytown Kia Kaha Hockey Club	100	80	77

Greytown Rugby Football Club	60	60	90
Greytown Netball Club	24	24	24
Greytown Swimming Club	32	25	25
Greytown Tennis Club	50	50	50
Okinawan Goju-Ryu Karate Do Club	70	110	103
South Wairarapa Bridge Club	65	74	74
TOTAL	755	782	841
Eskview Sports Association	before	2004/5	2006/7
Eskview Rugby	25	180	65
Eskview Senior Football	160	160	160
Eskview Netball	18	35	35
Eskview Cricket	0	25	0
Eskview Playgroup	25	25	25
Eskview Fly Fishing	0	35	0
Scouts etc	55	58	0
Touch Rugby Module	250	180	200
Mixed Summer Football	0	200	0
TOTAL	533	898	485
Upper Moutere Hills Community Centre and Sports Complex	Pre	2005/6	2006/7
Rangers Rugby Club	100	130	120
Upper Moutere Tennis Club	40	80	110
Football Club	15	30	45
TOTAL	155	240	275
Linfield Cultural Recreational Sports Club	2003/4	2004/5	2005/6
Avon Hockey Club	208	220	240
Linwood Rugby Club	425	550	660
Linwood Softball Club	325	245	275
Coastal Spirit Football Club	349	349	737
Linwood Squash Rackets Club Inc	0	63	72
TOTAL	1307	1427	1984

Comparative Financial Statements

Statement of Financial Performance
(Profit and Loss)

	Linfield Centre				College Rifles				Eskvick Sports				Moutere Centre				Greytown Community Sport				Te Puru				Total Latest Year				
	2007 \$	%	2006 \$	%	2007 \$	%	2006 \$	%	2006 \$	%	2005 \$	%	2007 \$	%	2006 \$	%	2007 \$	%	2006 \$	%	2007 \$	%	2006 \$	%					
Profit from bar	23,456	3.2	38,080	4.8					15,593	44.3	12,300	22.2	5,070	14.4	3,740	6.7	85	0.2	N/avail	N/avail	Nil	Nil							
Subscriptions / membership																													
Rental income	275,002	36.8	292,437	36.5																									
Donations / sponsorship									12,937	36.8	37,234	67.1					13,011	35.1	N/avail	N/avail	0	0			8,088	4.9	27,912	14.2	
Other Income eg. Hire of facilities and interest	448,349	60.0	470,658	59.7					1,597	4.5	2,211	4.0	0	0	0	0	20,979	56.4	N/avail	N/avail	0	0			51,424	31.4	53,676	27.3	
Funds received to go to sports	0		0						0		0						3,102	8.3	N/avail	N/avail	713	2.6	721	2	88,400	5.4	75,548	18.1	
Total income	746,808	100	801,175	100					35,197	55.485	100.0						26,300	97.4	35,849	98	27,013	100	36,571	100	163,750	100	196,288	100	
Operating expenses	338,137	45.3	273,931	34.2					42,412	46,811							48,448	N/avail	N/avail										
Administration exp	299,393	40.1	238,209	29.7													6,732	18.1	N/avail	N/avail	69,692	258	73,505	207	359,426	219.5	367,937	187.4	
Operating surplus / - loss	109,277	14.6	289,035	36.1					-7,215	-20.5	8,674						-18,103	-48.7	N/avail	N/avail	-42,675	158	36,934	101	-195,676	119.5	-171,649	87.4	
Depreciation	35,548	4.8	67,991	8.5					7,331	6,431											1,395	5.2	1,184	3.2	163,160	99.6	180,410	91.9	
Interest expense	225,584	30.2	223,811	27.9																									
Net operating loss	-151,856	-20.3	-2,768	-0.35	401,101		249,730		-14,546	-41.30	2,243	4.0					-18,103	-48.7			-44,074	163.2	38,118	104	-358,836	219.1	-352,059	179.4	
Net operating surplus																													
add back Grants	492,870		203,346						0	0							29,237	N/avail	N/avail	44,333	55,233				255,625	355,882		822,065	
Surplus / - loss after grants	341,014		203,346						-14,546	2,243							11,234	N/avail	N/avail	260	17,115				-103,211	3,823			
Unrealised increase in value of buildings	1,505,142		0						0	0							0	N/avail	N/avail	0	0				0	0			
Final Surplus or - Defecit for year	1,846,156		203,346						-14,546	2,243							11,234	N/avail	N/avail	260	17,115				-103,211	3,823			
	Statement of Financial Position (Balance Sheet)																												
Current Ratio or ability to pay short term debt CA:CL	0.59:1.0		1.19:1.0		1.84:1.0		1.96:1.0		0.97:1.0		1.57:1.0		5.69:1.0		N/avail	N/avail	4.70:1.0		3.64:1.0		2.29:1.0		2.59:1.0						
Comments	1. May have difficulty paying t short term debt as current liabilities exceed current assets				1. Purchase of 244,862 in value of fixed assets purchased mainly for synthetic training track				1. May have difficulty paying short term debts 2007 ratio indicates fewer current assets than current liabilities				1. It appears this is the first year that accounts have been produced and they cover a 15 month period. The organisation has traded this time according to the Accountant's Report				1. Receives grants to pass on to clubs 2. Good liquidity				1. Good liquidity 2. Owns 2,98519 in land, building and car								
	2. Substantial purchasing of fixed assets				2. Asset Revaluation Reserve 1,356,623 and this represents 35.6% of total retained earnings (Acculated Funds)																								
	3. Captial reserve of \$3,965,552 represents 86% of accumulated funds. These funds depend on the valuations of capital items such as land and buildings which may change ver the years.				3. These accounts accumulate the 2007 results for Rugby 355,238 Netball 16,696 Badminton 63,003 Other (33,836) Total 401,101																								
	3. Increase in lending to Sandiland Investment new level now \$637408																												

ⁱ T.A. support is defined as 1= Low (No real support of any kind was forthcoming from the T.A.), to 5=High (Mentoring, Policy and Financial support were available at the outset of the process.

ⁱⁱ The vision statement leads on to a clearly defined purpose which identified the clubs service delivery via a statement that was easily understood by the clubs who were part of the collective.

ⁱⁱⁱ Governance health is 1=Low (when structure is tall, people are elected, bi-partisan or sport specific expertise is represented on the board, ex officio representatives are present on the board, formalisation of the structure is low) Governance health is 5=High (when structure is flat, people are appointed, no bi-partisan or sport specific expertise is represented on the board, there are no ex-officio positions, and formalisation is medium to high allowing for quality systems to be set up).