

Regional Sports Trusts Six Month Review Meeting Pack

September 2016

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Agenda: Regional Sports Trusts Review Meeting

Date	10:30am to 3:15pm; Thursday 22nd September 2016	
Location	Westerman's Board Room, 102-104 Russell Street, Hastings	
Meeting Chair	Margaret Millard (ECCT)	
Attendees	ECCT	Trustees: Margaret Millard, David Lea, Ron Garrod. Staff: Jonathan Bell, Rose Artemiev, Neil Attapattu.
	Sport Gisborne Tairāwhiti	Brent Sheldrake, Thomas Edge
	Sport Hawke's Bay	Mark Aspden, Roger Coleman
	Sport Manawatu	Trevor Shailer, TBC
	Sport Wellington Wairarapa	Phil Gibbons, Dayle Clarkson
	Sport New Zealand	Dave Knowles, Jamie Delich
Purpose	The purpose of the meeting is to report back to ECCT and discuss trends, issues and opportunities in the sports sector and the work being undertaken by Regional Sports Trusts.	

10:30am	1 Welcome and Introduction Apologies – Robyn Rauna Minutes of the last meeting / Matters arising from the minutes Date of next meeting- TBC
10:40am	2. Verbal Reports; Key issues/opportunities/Top of mind/Common themes, 10 minute verbal report on this work area from: <ul style="list-style-type: none"> - Sport Wellington Wairarapa - Sport Manawatu - Sport Hawke's Bay - Sport Gisborne Tairāwhiti - Sport New Zealand - ECCT Update
11:40am	3. Facilities; "Leading in Facilities Development" <ul style="list-style-type: none"> - Presentation from Jamie Delich (Sport NZ) - Discussions/Questions (facilitated by Jonathan Bell)
12:45pm	Lunch
1:10pm	4. Capacity & Capability; Presentations on initiatives from RST's <ul style="list-style-type: none"> - Sport Manawatu – Capability Continuum - Sport Gisborne – Coach Developer/Passports - Discussion/Questions

- | | |
|---------------|---|
| 2:00pm | 5. Youth; Presentation on initiatives from RST's <ul style="list-style-type: none">- Sport Wellington/Wairarapa on Wairarapa Schools initiatives.- Sport Hawkes Bay on "Empowering Young People through Leadership".- Discussion/Questions |
| 3:00pm | 6. General Business |
| 3:15pm | 7. Meeting Close |

**MINUTES OF THE MEETING OF THE THE EASTERN AND CENTRAL COMMUNITY TRUST INC. AND THE
REGIONAL SPORTS TRUSTS, HELD IN THE TRUST OFFICES, RUSSELL STREET SOUTH, HASTINGS,
ON THURSDAY 17TH SEPTEMBER 2015, COMMENCING AT 10.30 AM.**

PRESENT:

ECCT Special Programmes Committee: Mark Kilmister, David Lea, Shelley Mitchell-Jenkins (left the meeting at 1.15pm) and Geoff Milner

ECCT Staff: Jonathan Bell (General Manager), Rose Artemiev (Donations Assessor) and Kelie Jensen (Trust Secretary)

RST Representatives: Brent Sheldrake, Thomas Edge (Sport Gisborne / Tairāwhiti); Mark Aspden, Donna Trow, Roger Coleman (Sport Hawke's Bay); Angela Rainham (Sport Manawatu); Tracey Diack, Cameron Hayton (Sport Wellington / Wairarapa); Dave Knowles (Sport NZ)

1. WELCOME AND INTRODUCTION

Mark Kilmister opened the meeting at 10.35, extending an official welcome to Mark Aspden (new CEO of Sport HB).

Apologies

1.1 RESOLUTION

The Committee resolved that apologies from Margaret Millard and Ron Garrod be accepted.

D Lea/M Kilmister

CARRIED

Minutes of the last meeting

1.2 RESOLUTION

The Committee resolved to approve the minutes of the meeting held on 26th February 2015 as a true and accurate record of the meeting.

D Lea/M Kilmister

CARRIED

Matters arising

No matters arising.

Date of next meeting

The date for the six monthly report meeting was proposed as Thursday 18th February 2016, TBC.

2. REPORTS FROM THE REGIONAL SPORTS TRUSTS

The Committee received and noted the written reports from the four Regional Sports Trusts and representatives from each RST were given five minutes to speak.

Sport Gisborne Tairāwhiti (SGT)

Key points from Brent Sheldrake:

1. SGT had AGM last night (copy of Annual Report tabled) and have just launched Strategic Plan.
2. Time (#1) and cost (#2) continue to be very significant barriers to participation.
3. Large focus on youth – targeting schools and key enablers – teachers, coaches, parents.
4. 2015-2020 Strategic Plan was tabled; also asked the question “what does a happy and healthy sector look like in 2025?” – key is aligning enablers (ie: government, funders, health) with whānau/family/kids at the heart.
5. Key component of vision for 2025 is building strategic partnerships – true connection and alignment of investment, planning, key people etc.

6. Mission – educate, motivate, active community; everyone deserves a happy and healthy future; also sport as a positive social catalyst.
7. Vision – our community will understand the value of sport; SGT visible in all homes by 2020.
8. Working with local council eg: include questions in council surveys to gather information about what the community knows about SGT.
9. SGT aligned closely with ECCT values.

Sport Hawkes Bay (SHB)

Key points from Mark Aspden:

10. Thanks to ECCT for ongoing funding / support; \$100K in a budget of \$3M is more significant than it may seem; appreciate the high trust model and not only the funding, but the relationship.
11. Colin Stone put in place many networking groups – eg: funders forum, secondary school sports council, currently establishing primary school sports council – initially to share info, but next challenge is to become useful contributors to decision making process.
12. Alignment of funders, SHB and RSO's – funding and support are both powerful tools; equally powerful is withholding funding if certain conditions are not met – combine SHB, RSO, funder and council knowledge to drive positive outcomes.
13. Moving RSO's from operational to business realm – this is a challenge (pressure on volunteers etc.) but an area where SHB see they could make a significant difference.
14. Often asked “what does SHB actually do?” – goal is to get HB active – it's a very simple message but relies on us being known by everyone. New Commercial Manager coming on board to focus on this and branding.

Sport Manawatu (SM)

Key points from Angela Rainham (who also put in an apology for Trevor Shailer):

15. Changes made recently to community sport structure – previously four community sport advisors working across all sports; moved to more knowledge/subject expert roles (capability, coach, volunteer, relationship manager) and already seeing positive effects of this with staff bringing back more in depth knowledge from the community.
16. Also about to make change in capability space – developing a continuum (essentially from completely sustainable to basket case) that we can place organisations on – will allow us to make decisions on which organisations to work with and where we can have the greatest impact in shifting organisations along the continuum.
17. Need for leadership from SM in developing Regional Facilities Plan – many examples of replication eg: third hockey turf needed but PNBHS, Masses and Freyberg High School all working independently on plans.
18. Talent development – Pathway to Podium program formerly contracted to Massey being brought back in-house. Again, need for strong leadership from SM to build on what is already a very successful program and ensure coordinated approach, sharing of resources etc.
19. Draw attention to case study included in report: Dannevirke Athletics Club – a real success story; one person holding up the club – SM helped to a) identify others in the community who could help, b) access to funding, c) develop relationships with schools, d) connect to larger clubs for advice / info-sharing, e) develop coach development program; membership increased from 7 to 147.

Sport Wellington / Wairarapa (SWW)

Key points from Tracey Diack:

20. Thanks to ECCT and positive feedback on new, shorter report format.

21. In the process of strategy development - report at first draft stage and currently with working party for review; framework in report will lead to strategy.
22. Key focus for Wairarapa office has been building relationships between RSOs, clubs and schools; build trust with RSO's and they become more open; link between clubs and schools – help identify sport within school, helps in non-participant goal.
23. New relationship with Netball Wairarapa.

Sport New Zealand (SNZ)

Key points from Dave Knowles:

24. Salute to ECCT for the model we are putting in place – high trust, 5 year horizon; example of Stephen Covey 'speed of trust philosophy' with trust tax / trust dividend; hopes SNZ has wisdom to consider this in approach to new RST contracts.
25. Sport NZ are on the cusp of change – uncomfortable for everyone who deals with us, but it's about trying to do what we do better.
26. New strategy, new contestable framework and uncertainty about how this will play out with stakeholders; still questions about how to engage with partners and Dave is finding ECCT model really helpful in discussions.
27. Ask "How do we make the change" – interested in work of our Coaching team – small team with fairly small budget – plan for how to identify critical roles, succession for these roles. Coaching team has found a way to engage the RST's who work for them and they have moved from compliance approach to share leadership and empowerment approach = better result.

ECCT

Key points:

28. Our 5 year plan is an intention, not a guarantee of funding – note that markets are instable and income more difficult to generate.
29. ECCT has new operational team and RST's are benefitting from our attempt to reduce bureaucracy.
30. Challenge RST's on the question of how to get all partners to invest in sport – DHB's in particular have lots of \$ and are looking for partnerships – encourage RST's to explore this opportunity, beyond Green Prescriptions etc.

3. GROUP DISCUSSION

Capability & Capacity

Identify opportunities for RST's and if/where ECCT can help? What is working and what isn't?

Eg: run governance courses – 20 clubs turn up, where are the other 80? Key thoughts:

31. Issue at RSO level – lacking in governance / capacity themselves, so unable to take needed leadership role to support clubs.
32. People are often the key – organisations with paid staff take off, others are stuck in a cycle; boards are often too operationally focussed, often out of necessity.
33. Yes, governance training often attracts those who need it the least. SWW: signs MOU to insist on governance training, funding is dependent on it; governance workshops not limited to typical governance – also what is your purpose, how do you achieve it etc.; four sessions with homework expected in between.
34. Dave of SNZ: believes the key is in moving from focus on code / organisation to focus on community development – bring community of interest together (eg: sports clubs, gaming organisations, community board member, DHB etc.) and ask how can we each contribute = shared philosophy, ownership. Example of Greytown Sportville as a success

- story. Some concern that this might work in smaller communities, but more difficult to implement in cities like Napier, Hastings.
35. Focus should be on people: get them active and healthy; how can a community of interest present a new menu for these people; ideal for codes to work together with goal of participation in general, irrespective of code.
 36. How to develop a community of volunteers – also not specific to a code or dub.
Sport-HB: there are enough skilled people in HB to run every group very well, but they don't – they're concerned about stepping on existing toes or don't understand that it could be fulfilling – how to get this message across. Rose: people often come together around facilities applications – is this an opportunity to bring people together and get the message across? RST's reiterated that ECCT requesting forward planning as a requirement for funding is helpful for them.
 37. More on community development model: the power supply that originates in neighbourhoods, at local level, not regional or national – how to unlock this, figure out which communities are ready for it. Ownership at community level =sustainability; current problem with organisation focus is that as individuals move on, the organisation often moves from boom to bust =not sustainable.
 38. SGT: Concern that success has moved from community dub focus on winning and/or match results. Example: success of Softball in Gisborne: everyone plays on the same day, include families etc. – outcome is four national players, but focus was on the community not the performance result. Believes idea of success needs to change – for SGT a big focus is values based coaching. Softball example – the code led it and SGT supported; gang members wanted pathways for their kids so ALAC\$ attached to alcohol –free participation requirement. ECCT: This kind of energy attracts support and funding because all funders want to get involved (DHB etc.); how can this softball example be replicated elsewhere?
 39. Example from SHB: focus on increasing individual dub membership is narrow ie: don't ask how can we get 500 new dub members, but how can we get 140K people to participate in anything and the 500 new dub members will come out of that. Also, active Camberley and active Maraenui are community based initiatives – first asked "how do we get people doing sport?", but the key was to first ask "how do we get the community talking together?"
 40. **ACTION ITEM:** ECCT would like to know more from RST's on the community engagement front – what has worked etc.; also ECCT to look for things like values based coaching and community involvement in our funding applications; potentially formalise some 'ticks' on our application assessments – not designed to eliminate funding at grass roots level, but at least asking the question gets organisations thinking about the right things.
 41. SNZ: ECCT could also ask "to what degree have you engaged with primary and secondary schools
 42. SHB: very much value ECCT coming to us with a list of who has applied for funding, so they can flag risks / concerns.

Youth

Any significant changes in the Youth area in the last 12 months? Youth is a strategic priority for ECCT – non-participation results in high risk in other areas; many organisations thinking about the issue of youth in other areas (eg: justice, employment).

43. SHB: had to review KiwiSport funding and have made significant changes – eg: support person for coaching in secondary schools; also strengthening primary school connection. Focus to provide coordination between codes and schools; 50% of schools signed up already.

44. SGT: primary schools are very engaged; challenge is participation drop-off at secondary school level; coaching is the key enabler – challenge is finding skilled coaches to give kids quality experience. SportHB agrees – also a problem at primary level to find teachers interested in and capable of teaching sport. SportM – invested in Sport Canterbury SportStart program to tackle this issue by investing in teachers.
45. At secondary level, time is biggest barrier by far – competition for available time; trends: i) people wanting to do things when they want to, not on organised schedule, ii) away from participation in family's club, iii) consumption of sport increasing (ie: spectators, on screens etc.) but participation decreasing.
46. Secondary schools can be the barrier themselves – control mentality, focus on elite participation – whenever there is a barrier kids opt-out (time commitment, costs etc. too high). SNZ: secondary schools see themselves as educational organisations – need to help them view their responsibility to participation on par with their responsibility to lifelong learning – ECCT could consider how to help in this area. **ACTION ITEM** Example of Sport in Education Pilot – already having a positive impact – show education that incorporating sport into the curriculum can improve their core business (literacy, numeracy etc.).
47. RST's support sport until secondary level and then schools take over – challenge is how to get individuals back to clubs after high school. Currently the club – school link is non-existent – suggest ECCT could help with this: with the number of applications we receive in this sector we are in a strong position to ask for assurance that applicants have a focus on youth, are working together with community groups etc. – get clubs and schools talking; carrot for clubs to start thinking how they integrate students leaving high school back into clubs. **ACTION ITEM**
48. Success / opportunities: SportHB getting high buy-in from schools for non-traditional pathways – lunchtime competitions etc.; opportunity to take advantage of spring window – weather is perfect, but tradition means organised winter sports simply stop.
49. ECCT noted increasing applications from schools and councils.

Shelley Mitchell-Jenkins left the meeting at 1.15pm

Sport Leadership

50. SNZ: RST feedback is that leadership from SportNZ is uneven; leadership in Coaching / Coach Development is more effective than other areas – difference is coaching area has national strategy, high quality national leadership, plugged in to international best practice, good networking opportunities.
51. Networking – communication and collaboration is very important – SportM now has quarterly meetings with RSO's – come together with collective thoughts as sports leaders in the region to present to councils etc.
52. Noted RST movement from doing space to influencing space – need to assess roles re how better to influence; Dave of SNZ: feels we are on the cusp of significant change – moving towards the influencing space is a major competency shift for RST's – likely need to recruit in-house expertise to lead in this area.
53. For ECCT, facilities is going to be a huge issue going forwards (many facilities aging etc.) – how can RST's and/or funders lead this space? SportHB: need to understand sector now and where it is headed in the future; information must be robust enough to present to councils; HB has regional facilities plan but challenge is in council / political buy-in. SM has just brought contractor on board to drive RFP – first goal is council buy-in, then appoint working committee.
54. SNZ: again, this is new territory – five years ago RST's were managing facilities, now planning. Sport Waikato has done the most work on this – buy-in from 10 councils via

mayoral forum, co-funded with SportNZ. Also Christchurch earthquake necessitated new expertise in this area. Believes optimistically that there will be solid leadership from SNZ on how RST's contribute to facilities planning.

55. Are RST's objective / independent enough to provide advice on big facility (e.g. SHB and the Velodrome). Yes, focus is on process rather than the individual project and a large part of this is advocating for any business case going through a sound process, which includes SportNZ peer review. SWW echoed this – focus is on better decision-making via sound process – independent data and peer review provides evidence for support.
56. ECCT asked for feedback on whether regional plans go down to the level of individual code clubrooms? Generally no, higher level planning (more focussed on large facilities serving more than one local area, where to put them etc.). Part of RST leadership in this area can be to advise councils, push for more detail etc. – not just “should we put a facility there”, but consider what size etc. SHB: also ask what already exists that could serve the purpose eg: Ahuriri Bowling Club land in Napier; Racing club, showgrounds and polo club in Hastings.
57. ECCT Trustees have been asking the question – is \$100K contributed towards a planning/feasibility report as valuable as \$100K towards a facility? RST feedback overwhelmingly yes, because prioritising is hugely important – example in Gisborne is \$20M in facilities that may all have business cases, but the sooner they are prioritised the better. Leadership on prioritising is an opportunity.
58. ECCT values RST's local knowledge – please let us know about any significant projects that may be coming up. **ACTION ITEM** Also how do we get councils and organisations to understand that applications are competing against each other for funding – need to encourage collaboration and planning – eg: four large projects coming to us from Manawatu at the same time – not all will be funded.
59. ECCT asked if there is any appetite for RST's to manage a pool of funds (from ECCT, other funders, gaming machine operators etc.) and manage applications / deliver funding locally? Response was no, however SHB would like to continue dialogue in this area.

4. GENERAL BUSINESS

New Reporting Template / Meeting Format

60. Overwhelming feedback from RST's that the new template / format is positive – feels more like a partnership; more inclusive; facilitates sharing of information; more forward thinking; questions in advance stimulate thinking.
61. Dave believes SNZ could learn a lot from this model.
62. More time for interaction outside of formal meeting could also be beneficial.
63. Rose suggests other RST's use SHB bullet point reporting as a model; also requests feedback on any parts that were difficult to fill out. **ACTION ITEM**
64. ECCT suggests rotating the role of creating the Agenda and also potentially the Chair; also noted that there may be a rotation of ECCT Trustees in attendance.
65. Suggestion from RST's to focus on annual report with simple update and more networking at interim meeting; also to reconsider whether Feb is the most appropriate month to meet. Rose and SHB to propose date and set Agenda for next meeting, in collaboration with other RST's. **ACTION ITEM**

Meeting closed at 2.15pm

RST Verbal Report Outline

What's the state of play?

- What's happening in the community
- The big picture
- Changes since the last report
- Any significant issues
- Trends
- Impacts of your work

What have you been doing in this area since we last met?

- What you've done
- Who's participated or benefited (who, how many, how, others that benefited indirectly or unexpectedly)
- Any significant delivery issues
- Achievements and successes

Is there anything you learned that you can share with us?

- What works
- What doesn't work
- Gaps & new activities

Work Areas Summary

Areas that we agreed to collectively focus on in our Memorandum of Understanding across the next five years are: Capability and Capacity, Youth, and Sports Leadership.

Goal	Strong Sport and Recreation Sector		
Focus Areas	Capability & Capacity	Youth	Sport Leadership
What we want to see	<p>Strong and thriving sport and recreation organisations.</p> <p>Quality sport and recreation delivery that meets the needs of participants.</p>	<p>Sport and recreation approaches that are child and young person-focused.</p>	<p>RSTs are involved in decisions and projects affecting sport and recreation.</p> <p>RSTs are sharing knowledge and insights with each other and their communities to improve sport and recreation in their regions.</p>

Formal Indicators for focus areas have not been developed yet. Things that have been identified as important included:

1. **Capability & Capacity:** Sound business practices in place; recruitment & retention of quality volunteers, coaches, staff; satisfied participants; quality, participant focused programmes; good sports delivery; engaged & connected clubs; learning cultures; collaborations & partnerships.
2. **Youth:** Youth-centred approaches; participation & satisfaction rates; quality youth-focused programmes; right-development pathways; learning, development, and enjoyment focus; quality competitions; soft skills development (e.g. confidence, enjoyment, resilience, team-work); social connections; engaged young people e.g. 'buzz'; inclusive practices including supportive clubs, schools, & communities.
3. **Sport Leadership:** influence, collaborations, and insights; best-practice knowledge development & transfer; a better connected sports sector; RSTs & organisations participating and having a voice in local decision making; community & local knowledge; partnerships, resource sharing, shared services, & joined up approaches.

Report: Sport Gisborne Tairawhiti

(Reporting period – 12 months to 30 June 2016)

1. Focus Area: Capability & Capacity

<p>What we want to see</p>	<ul style="list-style-type: none"> • Strong and thriving sports and recreation organisations. • Quality sport and recreation delivery that meets the needs of participants.
<p>What's the state of play?</p>	<p>What's happening in the community?</p> <p>At a high level we are seeing and hearing more discussion from clubs and codes about 'hubbing' and pooling resources to maximise opportunities. Tennis, Netball, Squash, Badminton and the YMCA have met and are happy to discuss what things could look like for them in the years to come at the Childers Rd precinct. The Athletics club, Harriers club, Tri club and Cycling club are discussing how they can work closer. These discussions have never been as proactive as they are currently.</p> <p>We still believe quality coaching at all levels is vital to creating a strong sporting environment, be it at school, club, or representative level. Some codes like Rugby have drawn a line in the sand and said that to coach at school or club level it is compulsory for coaches to have done the minimum required coaching course.</p> <p>Along with coaches, game officials are another critical component of a strong sports system. Often neglected and taken for granted as a group but critical to an enjoyable experience, SGT has made them a priority within our work with volunteers. The 'Officials Passport' is an initiative that is aimed at retaining and recruiting officials across multiple codes. It has proved to be hugely successful with 145 new officials getting across 7 codes.</p> <p>Below is an invitation from NZ Softball CEO Tony Giles asking Brent CEO and Ray Noble from SGT to address this year's New Zealand Softball AGM outlining what a relationship between a code and an RST should look like. What Tony has written highlights and sums up what we are trying to achieve to create strong and thriving sports and recreation organisations.</p> <p>From: Tony Giles <tony@softball.org.nz> Date: Tue, Aug 16, 2016 at 4:29 PM Subject: Softball NZ To: "brents@sportgisborne.org.nz" <brents@sportgisborne.org.nz></p> <p>Afternoon Brent,</p> <p>Thank you for agreeing to attend the Softball NZ AGM as a guest speaker. I look forward to the briefing that yourself, Ray Noble and Walton Walker will provide to our members.</p> <p>Softball NZ governs some 35,000 affiliated players via 20 associations and over 120 clubs throughout New Zealand. The AGM is attended by the financial associations, Life Members, Softball NZ Board and national staff. The idea of stakeholder engagement insights is to provide our members with an overview of the successful relationship forged between the Tairawhiti Softball Association and Sports Gisborne that has enabled the growth and success of our sport through partnership and shared values.</p> <p>By Sport Gisborne truly understanding the needs of our sport and the benefits to our shared community, both Tairawhiti Softball and Sport Gisborne have walked hand in hand to deliver one of the most successful softball revival stories in recent times that has resulted in the resurgence of not only our sport but the community values and integrity that softball delivers.</p> <p>Just 8 short years ago the association was unfinancial, unaffiliated and with no facilities or direction. We now have a benchmark model, new facilities, record growth, strong volunteer support and an award winning partnership with an RST that provided guidance, support and leadership.</p> <p>It is my belief that if other associations had initial discussions and built relationships with local RST's, our sport and our community would prosper.</p>

	<p>I have attached the agenda for the AGM and conference programme. Martin Cheer, CEO of Pub Charity will speak from 11:00am with your 30-40min timeslot scheduled for 11:45am. I am happy to organise your travel and/or accommodation requirements to suit. Please advise.</p> <p>There is a departing flight from Gisborne at 7:15am arriving 8:30am and a departing flight ex Wellington at either 1:45pm or 4:45pm. (I could arrange with Martin that you speak first to suit schedules)</p> <p>If you have any further queries please do not hesitate to contact me.</p> <p>Kind Regards</p> <p>Tony Giles Chief Executive Softball New Zealand m: 021 763822 p: 04 5600396 e: tony@softball.org.nz w: Softball.org.nz i: Facebook t: Twitter e: eSoftball Newsletter</p>
What happened?	<ul style="list-style-type: none"> • We are pleased to advise that Sport Gisborne Tairāwhiti won it's third consecutive New Zealand Sport and Recreation, Community Impact Award for the Kaiti Hill Challenge. The brainchild of Fiona and Sean Shivian who own a local pharmacy the Kaiti Hill challenge this year had over 850 registered to climb Kaiti hill 68 times (the equivalent of climbing Mt Everest) over seven weeks but we know well over 1000 people were participating as many didn't register but climbed with friends. The participants were not your hard core athletes but regular members of our community, many just getting back into some form of exercise, our promotional video (https://www.youtube.com/watch?v=TD6uDq5xhFs) showcased the essence of what the challenge is all about. A reminder that if it's free, you can do it in your own time and you don't need any special or expensive equipment chances are people will do it! • Within the last 12 months the Sport Gisborne Tairāwhiti Coaches Passport has evolved from the programme's initial recruitment strategy to one of retention and sustainability. Although the number of codes involved has increased from 11 to 14 and the number of coaches hooked on to the passport framework has gone from 270 to 426, the real success of the programme has been the number of existing coaches (232) who have advanced a level of development through the process and structure of the programme. • Coach Developer (Coach the Coach) - Coach Development in our region has traditionally been dependent on National Sports Organisations to deliver coach development opportunities. Because of Tairāwhiti's geographical location it has been a costly exercise for NSOs to deliver opportunities in our region and this cost usually has to be absorbed by the participant. This problem provides a barrier for local coaches and affects the frequency NSOs can deliver coaching courses regionally. Training local Coach Developers has made coach development more accessible by making it cheaper for the participant, increased the frequency of workshops in line with the needs of the codes and is building a sustainable regional coaching framework because all the expertise now stays in the region. • 7 codes have been involved in the Officials Passport Programme. As a result 145 new officials have been recruited through this initiative in the first 12 months (Hockey 37, Basketball 20, Rugby 44, Netball 10, Football 11, Softball 16 and Cricket 7). • NZ's top umpire Wiremu Tamaki sent an email to the softball fraternity suggesting this programme should be implemented nationally given the success and impact it has had on the quality and quantity of Gisborne Softball officials. • The Officials Passport also provides a positive sideline message, as all the yellow shirts the officials wear have red writing on the back that reads "I'm wearing Yellow please don't see Red"

	<ul style="list-style-type: none"> Each of the codes provide an official 'mentor,' generally an experienced official that supports the new referee or umpire at the grounds or courts. They provide feedback on their performance and are available if coaches have any queries.
<i>Is there anything you learned that you can share with us?</i>	<ul style="list-style-type: none"> The key learning we have taken on board is the need to drive a sport/code system! There is no point driving player numbers without driving quality coaching programmes. There is no point driving officiating numbers without providing a quality officials programme. There is no point driving primary and intermediate school sport if the Secondary school sector is flawed or ignored and there is little hope if clubs don't see their role within this system and continue to do the same things they were doing 20 years ago and don't look to improve the capability. As one RSO CEO quite rightly said, "We have been going about increasing participation all wrong. We traditionally look for players and then find a coach! We should find and invest in quality coaches and coaching programmes. Then the players will come and participation will increase at a far greater rate as participation, primarily is a reflection of a quality environment, just ask Iceland!

2. Focus Area: Youth

<i>What we want to see</i>	<ul style="list-style-type: none"> Sport and recreation approaches that are child and young person-focused.
<i>What's the state of play?</i>	<p>What's happening in the community?</p> <p>SGT has worked in the primary school setting for many years, the last 24 months have focused on increasing primary school teachers' ability to teach fundamental movement skills (FMS) by in school teacher PD and with the development of FMS resources such as the FMS cards (prompts for teachers). Whilst this approach is still relevant and critical it is SGT's belief that good sporting skills are only a component of "Physical Literacy" so embarked on a mission to find a programme that would complement the great work done through the FMS programme. This led SGT to "Crackerjacks" a programme that takes a more holistic approach to Physical Literacy" working on the development of a student's character and social well being, detail was provided in the previous report.</p> <p>SGT has targeted sport in Secondary Schools as a focus area, it is suffering in the regional "system" as it is currently, the result of decades of minimal innovation and much status quo. If we look at system building as an objective, the "system" breaks down at the secondary school level. Currently we have a high level of participation across many codes at the primary and intermediate level. However, very few young people are joining clubs when leaving school. This is the case across almost all sporting codes. Why? Until now the focus from RSO's (ultimately driven by their NSO) has been on delivery into primary schools who generally welcome any external providers with open arms. Very few RSOs/RDOs venture into secondary schools in Tairāwhiti, mainly ... cause it's HARD! In the past we have assisted codes into primary schools where they run great programmes. We upskill teachers and help with school events. We work with clubs, associations or committees on governance, job descriptions, funding and communication (to name some) but really did very little in the secondary school space, mainly ... cause it's HARD!</p>
<i>What happened?</i>	<p>Crackerjacks is a new approach to physical literacy. It's a curriculum-linked health and PE programme for primary schools designed to EQUIP and EMPOWER primary teachers. It encourages Kiwi kids to become positive leaders, positive role models and well-rounded, stable individuals. After evaluating a number of primary school programmes available nationally, SGT landed on the Crackerjacks programme due not only to its unique approach to physical literacy but also</p>

	<p>because of its alignment with our values-based coaching philosophy. SGT led the discussion with the region's primary school principals about adopting this approach which was received with enthusiasm. SGT in conjunction with Quantum Sport successfully sought funding for the initiative and undertook a recruitment process for the role of the CJK Coordinator. Expressions of interest from 17 primary schools were received by SGT for 15 places on the programme. 15 were chosen but unfortunately one school could not commit as expected and had to withdraw. MOUs were established with all participating schools where they agreed to provide a lead teacher as the point of contact and internal driver of the programme along with a commitment by the school to adopt the philosophy internally. It has been reported to us from one school that their reports home to parents "have been influenced by the Crackerjack programme". Around 170 teachers and over 3500 students are involved in the programme.</p> <p>SGT have been in discussion with either the principals or senior management of the four Gisborne city secondary schools to gauge their thoughts and understanding of the regional sporting landscape from not only within their school walls but sport from a regional point of view, as their buy in and commitment is critical to any improvement of the sport system. From those discussions SGT senior management met with the Lytton High School Principal to discuss the potential of piloting 'code coordinators' within the school. The principal saw the logic as there is no payment required, the school still has the ownership of the code and they will receive assistance from regional organisations. The code coordinators would be code provided BUT school approved. This has been piloted with Rugby at Lytton High School where SGT facilitated a meeting between the Poverty Bay Rugby Union, the Lytton Sports Coordinator and the identified code coordinator. The result was very positive with objectives around participation increases agreed upon.</p> <p>One of the strategies to improve the secondary schools 'system' is to improve our communications with secondary school students themselves, to get a better understanding of the needs of our youth which has seen the introduction of some new codes/recreational activities to our 'Wednesday Sport' programme. Activities which have not had a presence previously provided keen interest and subsequent uptake from students, such as crossfit. Quality delivery as opposed to just increasing numbers has been the focus of Wednesday's Sport, ensuring that students are getting an experience which potentially will see the participant taking up the sport beyond just 'Wednesday Sport'.</p> <p>As a result of the building of the Hockey Turf at the Harry Barker Reserve player numbers have increased from 770 to just over 1000. This is mainly an increase in youth players due to youth hockey being played during the week and this has enabled youth players to play multiple sports as they can play a different sport on a Saturday and then play hockey during the week. We have seen evidence that the standard of the game has increased in a very short time. Gisborne Intermediate have an exchange with Whakatane every year, every year the Gis Int hockey team were thrashed by between 10 and 15 goals, the boys and girls have not been able to even score a goal given they could hardly get out of their own half. This year both teams scored their first goal for a 7-1 loss and participated in the Bay of Plenty-Poverty Bay champs and for the first time ever the boys team made the final.</p>
<p><i>Is there anything you learned that you can share with us?</i></p>	<p>If we look at the sport system across Tairāwhiti, primary / intermediate school sport is in great shape with junior numbers in most sports high and improving in the case of Hockey due to the turf being built. Secondary schools are where numbers are falling; there are theories out there about why - students working, doing individual activities, wanting to play socially etc etc things outside of sports control, but SGT believes this is not always the case! We know of many examples where students have stopped playing a sport purely because the environment was not enjoyable for them and appropriate for their ability.</p>

3. Focus Area: Sport Leadership

What we want to see	<ul style="list-style-type: none"> • RSTs are involved in decisions and projects affecting sport and recreation. • RSTs are sharing knowledge and insights with each other and their communities to improve sport and recreation in their regions.
What's the state of play?	<p>What's happening in the community?</p> <p>Facility development and planning continues to be high on the SGT list of priorities. SGT has a seat on the Communities Facilities Strategy Governance Group that is overseeing the development of the Communities Facilities Strategy for Tairāwhiti, a plan that will guide investment in facilities over the next 30 years. Along with this role on the governance group, SGT will also be involved at an operational level once the overarching guidelines have been established to assist with the sporting facility review.</p> <p>In line with our focus on the secondary school environment and with their critical role in the sporting landscape of Tairāwhiti it is an objective of SGT, in particular senior management, to encourage open and frank discussion with the secondary school sport leaders about the state of sport in Tairāwhiti both within their schools and outside their school environment. Our goal for that discussion would be to understand whether they think it is positive and in a healthy state or not! SGT believes there is so much more that could be done in this space but clearly needs their "buy-in" and an acceptance that there is a problem is halfway to providing a solution.</p> <p>The second leadership priority for SGT is the Kaiti Community. The rationale for that decision was based on the many projects that SGT are currently involved with in Kaiti, either advocating for, leading, supporting or promoting. Kaiti as a community has historically had few positive headlines most of the press out of Kaiti is negative yet there are some fantastic things happening there. Kaiti will host the 2016 under 15 Softball tournament, Kaiti will host the New Zealand Softball team for a week's training camp, Kaiti school have the first Bikes in Schools track with two more within the Kaiti community planned for 2016, Crackerjacks is in three Kaiti Schools, Huringa Pai (a movement for positive change led by Dr Willem Jordaan) the Kaiti Hill Challenge and Papawhariki.</p>
What happened?	<p>SGT have been assisting Gisborne Netball with the re-development of their Victoria Domian facility. The current building it not fit for purpose and although the building footprint is large, the vast majority of it is not used at all due to the changing nature of the sport. We are working closely with the GDC and the wider Childers Rd sporting groups to make sure that what is done is complementary to what already exists and potentially provide something that is fit for purpose, functional and future proofed. If a facility is to be built it would be advantageous if it was transportable so if things drastically change, good or bad there are options to move the building to another venue. SGT will utilise the expertise of Sport New Zealand, in particular Jamie Delich their facility consultant to make sure we align with both regional and national outcomes.</p> <p>The first 'Bikes in Schools' track has been delivered at Kaiti School and as mentioned in previous reports the CONNEXT Charitable trust formed and fully functional with 8 trustee's representing 7 agencies.</p> <ul style="list-style-type: none"> • Prue Younger (Chair) (SGT Chair) • David Scott (Hauora Tairāwhiti Chair) • Allen Jensen (CFO Te Runanganui o Ngati Porou) • Moera Brown (Board member Turanganui a Kiwa) • Paul Sadler (Primary school PA Chair)

	<ul style="list-style-type: none"> • Kylla Peterson (SGT Trustee) • Andy Cranston (GDC Councillor) • Neil Smoker (Westpac commercial Manager) <p>The plan is to complete stage 2 which is a further five schools by August or September 2017. Already the Kaiti School pilot has provided us with valuable feedback, not only in terms of the build but also the wider benefits the school is seeing by having Bikes in School. The principal of Kaiti School has given the trust a comprehensive and positive report.</p>
<i>Is there anything you learned that you can share with us?</i>	<p>As we have mentioned earlier in this report, from a leadership perspective building a strong robust sporting system is a goal of SGT. But alongside this ambitious objective is a focus on driving social change using the vehicle of sport and recreation. We are seeking positive social outcomes through sport and recreation. The Kaiti Hill challenge is as much about social connection as it is about climbing 'Mt Everest' as for some people their Mt Everest was actually getting active and getting started! Another example of what we are trying to aim for is summed up in part of the email (mentioned earlier in the report) from the NZ Softball CEO Tony Giles ... "Tairāwhiti Softball and Sport Gisborne have walked hand in hand to deliver one of the most successful softball revival stories in recent times that has resulted in the resurgence of not only our sport but the community values and integrity that softball delivers". The success of the softball story from a sporting perspective has been well documented but one of the outcomes that softball is delivering which is inline with our goal of moving from "success" to "significance" is the influence the code is having on the wider community. It is something that the community can be proud of! "Sport for social change"</p>

Report: Sport Hawke's Bay

(Reporting period – 12 months to 30 June 2016)

1. Focus Area: Capability & Capacity

What we want to see	<ul style="list-style-type: none"> • Strong and thriving sports and recreation organisations. • Quality sport and recreation delivery that meets the needs of participants.
What's the state of play?	<p>SNZ Sport and Active Recreation Survey results have shown overall participation in Hawkes Bay have stayed relatively unchanged (72% of adults in Hawkes Bay region take part in sport or recreation in any given week) over the past 4 years. Given that 11 of the 14 regions in New Zealand have seen a reduction in participation rates this is not a particularly bad result. Club membership has seen a 2% reduction over this period (32% belong to a club) which reflects the national trend of people moving away from organised sport structures, there is a similar level of increase in active recreation activities particularly walking and cycling. Golf, football, cricket and netball continue to be the most popular adult sports played in Hawkes Bay. Volunteering in sport still remains relatively high with 37,000 adults volunteering in sport over the past year.</p> <p>We continue to see the haves and have nots in the sports sector- RSOs with strong boards and good (and paid) development and management staff are adapting and growing to changing needs in the community eg football, netball, hockey and rugby. While there are a number of codes that continue to struggle with reducing numbers, reducing revenue and limited capability within their organisations.</p>
What happened?	<p>The last 12 months has been focused on building relationships with the 14 targeted codes and on providing tangible and meaningful support. Working with 14 RSO's of significant variation in capability requires a degree of flexibility in our partnership arrangements so that codes can feel comfortable about asking for our support at any time. Strong codes can plummet to crisis if signs aren't paid attention to early enough. The upside of these situations is that we have been able to work with the codes who are experiencing organisational difficulties and provide the oversight to encourage the development of long term strategies and best practice moving forward. Engaging with sports organisations via quarterly forums is a successful networking activity which has been well attended by over 30 sports organisations from throughout the region. Now that we have just entered into a new term of initiatives with Sport NZ we'll be able to settle into a new era of stability for the next four years and focus on the areas we believe require the most energy – governance, planning, people leadership.</p> <p>We have undertaken specific organisational support projects to meet identified needs and outcomes. Examples of these key pieces of sport specific support work completed over the past 12 months include:</p> <p>Hawke's Bay Basketball (code in crisis)</p> <p>This code was in such severe financial and organisational crisis at the end of 2015 that there were serious doubts about its ability to survive. Significant support was provided to this code to assist them through this critical financial instability and loss of key staff at management level. The SHB Operations Manager was seconded to assist the board at governance level with a particular emphasis on supporting the organisation to achieve financial stability. The SHB Coach Development officer provided strategic support to the player management development committee, and the SHB Sport Development team has been meeting with BBHB on an ongoing basis to ensure the sport has the capacity to deliver on school programs it was committed as well as keep to its competitions going. While the code still</p>

	<p>needs ongoing support the initial risk of them folding has been avoided. Our support was critical to this.</p> <p><i>Tennis Eastern (transition into a new code)</i></p> <p>Tennis Eastern is a new RSO – formed from the restructuring of Tennis Waikato Bays. SHB partnered with Tennis Eastern and backed up the management committee as they worked their way into the establishment of the new entity. Significant support was provided around the recruitment of their new development/GM position. The organisation has made significant grounds and the board is working extremely hard as they head into the new season. A development officer will be starting in September, they have secured new sponsors, and their Kiwisport funded projects are in a good position for delivery in the upcoming season.</p> <p><i>Athletics Hawke's Bay</i></p> <p>Athletics Hawke's Bay have recently appointed a part-time development officer for 14hrs per week. Sport Hawke's Bay is partnering with their development officer to establish a strategy to promote and acknowledge volunteers, recruit volunteers into coaching positions, and establish a calendar of training opportunities. The expected outcomes within the first year are to be working with at least 3 secondary schools, create a volunteer database, and run a minimum of 2 training camps in Run Jump Throw which is a national program developed by Athletics NZ.</p> <p><i>Baseball Hawke's Bay</i></p> <p>Baseball Hawke's Bay is a fledgling organisation, and currently sits as a little brother to Softball, but the relationship between the two is healthy in terms of being on the same page for the growth of Diamond Sports. Baseball approached Sport Hawke's Bay for support and guidance as to how to grow the sport. Sport Hawke's Bay has engaged with the organisation to look at ways they can grow the numbers of participants in the sport under shared facility arrangements and also grow the profile of the sport. The aim is to establish current benchmark data on the sport, and to complete the strategy to grow the numbers and profile of the game to assist with the overall presence of Diamond Sports in Hawke's Bay.</p> <p>In partnership with Regional Sports Organisations, club development is primarily addressed through the use of Club Assist and ODT tools to identify priority areas, followed by the development and support of an action plan to take clubs forward. Identification of training needs, through our club development workshops has focused on attracting outside experts to deliver relevant, quality training opportunities for the club and volunteer sector. A series of 10 workshops has been delivered throughout the year. The most popular topics continue to be volunteer recruitment, funding and sponsorship, financial management and training on the online ODT development tool. Health and Safety as well as promotion of the Physical Literacy approach have opened up new opportunities for clubs to address some of their key development areas.</p>
<p><i>Is there anything you learned that you can share with us?</i></p>	<p>As an organisation we can be more effective if we work within a well-defined framework of support. Aiming for levels of service that enable us to touch as many sporting organisations as possible whilst not spreading ourselves too thinly, yet retain the capacity to provide specialist support. Finding new ways to report on the intangibles such as influence and impact, and having the licence to try new things in the coaching space will be something we'll be encouraging, as well as addressing how the unpaid administrator shows value and appreciation to the paid administrator so that sport retains its' people for life.</p>

2. Focus Area: Youth

What we want to see	<ul style="list-style-type: none"> Sport and recreation approaches that are child and young person-focused.
What's the state of play?	<p>Participation survey results for Secondary School sport show that participation are relatively consistent over the past few years- 57% of students participated in sport last year- this is slightly higher than the national average (54%).</p> <p>23% of school staff are involved in coaching sport and 35% of staff are involved in sport- alongside Gisborne these are the top results in New Zealand. Coach involvement in school sport in all 3 areas- student coaches, community coaches and total school coaches have all shown growth over the past 12 months.</p> <p>Touch, volleyball and rugby have all shown growth over the past 12 months while football, cricket and hockey have seen decreases in numbers. Netball, rugby, football, volleyball and basketball continue to be the highest participation sports.</p>
What happened?	<p>The Sport School team continues to engage well with the education sector. This has been the result of a comprehensive review of the role we play in this space in the region. As a result of this work, a 'Game Plan' has been developed for both the Secondary and Primary/Intermediate school sport setting. This document has been shared with specialists at Sport New Zealand and has been adopted by both the Primary/Intermediate School Sport Council and Secondary School Sport Council. This plan will drive the work we do in this sector for the coming four years. The 'Game Plan' was developed through the announcement of the Sport New Zealand Young Persons Strategy and was completed in consultation with a number of interested parties in the school sport setting. The next phase of this work is to ensure this new focus aligns to the Physical Literacy principles and best practice.</p> <p>School Sport System Build</p> <p>This year has seen the establishment of the Primary and Intermediate School Sports Management Committee to mirror the current structure within the secondary school sector. We have identified that the management committee structure in Secondary schools has enabled us to build a strong relationship and to be influential in this space. By replicating this model across Primary Schools we are aiming to improve our reach and influence there. The management committee has been established to provide sector leadership, accountability, and collaboration and includes 7 principals and 3 Teachers in Charge of Sport from a variety of schools (differing deciles, location, size, capability).</p> <p>Fundamental Movement and BSS</p> <p>The Fundamental Movement Skills programme - where teachers attend a 1 day workshop and receive 2 follow up sessions within teaching time - still proves to be popular amongst teachers. During 2016 45 teachers have already participated in the programme - the second highest total since its establishment 5 years ago. A highlight for the programme is the "by school" approach taken to include the full staff from 2 schools and delivering the programme within their school setting. This has proved to allow for better sharing of best practice and providing teachers with a support network within their everyday environment. This approach will be adopted moving forward.</p> <p>Physical Activity leaders</p> <p>We continue to value the role of student leaders and supporting pathways for students to contribute to school sport. Our PALS programme aims to support quality physical activity in schools, build leadership skills and enhance relationships between students, staff and the school community. It's also a platform which gives students a glimpse of officiating and coaching, facilitating a pathway towards volunteering. In 2016, 645 students from 51 schools throughout Central Hawkes Bay, Hastings,</p>

	<p>Napier and Wairoa were empowered through full day workshops as PALs leaders for their schools.</p> <p>SSIS- KiwiSport Programme</p> <p>Sport Skills in schools, coordinated by Sport Hawke's Bay in conjunction with schools and sport providers, allows for increased sporting coordination, accountability and quality opportunities for school club links in Hawke's Bay. Sport Skills in Schools provide a wider variety of equitable sporting opportunities to young people, schools and to support the development of quality delivery people. During 2016 over 60 primary and intermediate schools have participated in the programme with a total of over 5800 students taking part. We have completed an evaluation of the programme with positive feedback received from schools and Regional Sport Organisations.</p> <p>Growing Coaches</p> <p>We have also brought on an additional Workforce Development position with the aim to upskill and better support secondary school workforce. This year we began delivering Growing Coaches within 4 secondary schools and we have developed an additional leadership programme, that includes officials development, that has been delivered to a further 10 secondary schools. We have supported and empowered over 200 student coaches, leaders and officials. Collaboration with RSOs provides the sport specific content</p>
Is there anything you learned that you can share with us?	<p>With the increased focus on young people from Sport New Zealand, we have adopted a similar approach. We have invested extra resources into our Primary School Sport team with a heavy focus on teacher development and support regarding curriculum delivery, and increasing our leadership focus through the establishment of the management committee. We have altered our approach and will continue to seek best practice methods through sector collaboration and alignment to national plans/approaches.</p> <p>Within the secondary school sport space we have consulted with our sport coordinator network to establish focus areas outside of the RSD investment. We will continue to collaborate with the sector and be innovative in creating extra resource within the sector as we have conducted surveys of all year 9 and 10 students, sports coordinators and feedback from principals on possible further investment to come the end of term 3.</p>
Other comments	<p>We are currently consulting with the secondary schools around if we had added resource what further support we could offer student leaders and potentially at risk youth.</p>

3. Focus Area: Sport Leadership

What we want to see	<ul style="list-style-type: none"> • RSTs are involved in decisions and projects affecting sport and recreation. • RSTs are sharing knowledge and insights with each other and their communities to improve sport and recreation in their regions.
What's the state of play?	<p>There are three major regional projects that have been proposed for in Hawkes Bay over the next few years – Multi-purpose Velodrome, High Performance Sports Hub and a Regional Aquatics Facility up grade. All three projects are in various stages of community consultation and planning.</p> <p>It is fair to say that all three projects will have a positive impact on the sporting infrastructure for the region. However it is also fair to say that all 3 projects have political and community issues that need to be worked through- particularly around the capital and ongoing costs to the community.</p>

	Business cases are currently being developed and peer reviewed by SNZ. Although SHB sits on the steer groups for all three projects our position is currently neutral until the final business cases have been developed and reviewed.
What happened?	<p>Sport Hawke's Bay is in the process of developing a 2016 – 2025 Strategic Plan that will better align with Sport New Zealand's Community Sport strategy. Part of this process has been the development of a Community Consultation document that was sent out to over 500 stakeholders from the Hawke's Bay region. This document was developed to give Sport Hawke's Bay the insights and mandate to be operating in the community sport space in the region and also to improve our understanding of the issues regional organisations are facing within the region. A number of topical issues were covered in the consultation document, including a number of areas of business regional sports trusts are currently charged with delivering such as the role Sport Hawke's Bay plays in building a sustainable sports system, working in the school sport/kura sector and the importance of having an independent voice for sport. The consultation document also aimed to find out what are the most important issues facing the sport community such as increasing participation, quality of facilities and access to volunteers. As a result of this work, Sport Hawke's Bay has engaged with a number of members of the sport sector and has acquired valuable insights into these key topics areas. The outcome of this is producing a revised Strategic Plan in October 2016</p> <p>We work with a range of stakeholders to ensure that we are able to have a significant influence of the delivery of sport and recreation in Hawke's Bay. This includes:</p> <p>Convening and chairing the Hawke's Bay Sports' Council: This council meets quarterly and its members include representatives of each of the five councils in the region, key regional facilities and Regional Sporting Organisations. Key outcomes we have been able to influence: (a) development of the Regional Facilities Plan so that Councils are better aware of facility needs; (b) better co-ordination of significant regional events to avoid scheduling clashes; (c) Councils working together to evaluate options to meet community needs (eg currently working on Canoe Polo development); (d) developing a co-ordinated approach to Health and Safety so that to the extent possible RSOs and clubs are subject to the same requirements at different venues.</p> <p>Assistance with Council strategies: We support Councils to develop their strategies relating to sport and active recreation. For example in the past year we assisted Napier City Council with its aquatic strategy and its Park Island redevelopment strategy. While we cannot say with certainty what changes arose from our input, our approach is always to focus on community usage.</p> <p>Representation on significant sport related organisations: We are represented at a governance level on a number of entities such as Hawke's Bay Regional Sports Park (ultimate controlled by Hastings District Council), AUT Millennium Hawke's Bay and the Hawke's Bay Multi Use Sports' Facility (Velodrome). Those roles allow Sport NZ's expertise to be connected to major regional projects. They also allow us to push community usage. As a specific example, the proposed Velodrome has been redesigned to give indoor courts more prominence. Indoor court space was identified as the number one priority in the Regional Sports Facilities Plan.</p> <p>Chair of industry advisory group – Eastern Institute of Technology: We chair the industry advisory group for the School of Sport, Recreation and Massage at EIT, Hawke's Bay's main tertiary institution. This is part of our very close relationship with that organisation – our past chair and one current board member are senior EIT employees. We support their programmes by supplying guest lecturers and we also work together on sports scholarships. Among other benefits, as a result of our close connection we have been able to recruit a number of high quality graduates from EIT, which means our organisation is more reflective of the local community.</p> <p>Ngati Kahungunu: We have a memorandum of understanding with the local Iwi, Ngati Kahungunu Iwi Incorporated. Approximately 25% of the Hawke's Bay population is Maori. Among other things our MOU provides for the establishment of a</p>

	<p>Roopu Manaaki, to support our Maori Strategy team. It also provides for the Iwi to appoint a representative to the board of Sport Hawke's Bay. This relationship has been important in increasing participation in our programmes which target the Maori community, such as Marae fit.</p> <p>Funders' Forum membership: As a funder of sports via Kiwisport, we participate in the Hawke's Bay Funders Forum. This group is made up of organisations such as DIA, Lotteries, Councils and East and Central Community Trust. This membership gives us an insight into significant projects that are upcoming. It has also helped us build our relationship with these funders. We have now reached the point with ECCT for example where it will regularly consult with us about funding applications it receives, to get our view on the sustainability of the organisation and/or the fit of the project with regional plans. This assists in ensuring that money invested in sport and recreation is invested wisely.</p> <p>Wairoa Community Centre: Wairoa is a remote and declining community, with relatively little expertise. We support the local community be operating the Wairoa Community Centre. This is done under a contract with the Wairoa District Council, which owns the centre. Our Wairoa staff are supported by our Napier based staff and offer a variety of exercise and swim related activities which otherwise would not be available in the Wairoa community. Attempts by the local community to run the facility in the past have been unsuccessful, so without this partnership it is likely that recreation options in the community would be significantly reduced. Centre membership and usage is growing year on year.</p>
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Report: Sport Manawatu

(Reporting period – 12 months to 30 June 2016)

1. Focus Area: Sport Organisation Capability & Capacity

What we want to see	<ul style="list-style-type: none"> • Strong and thriving sports and recreation organisations. • Quality sport and recreation delivery that meets the needs of participants.
What's the state of play?	<p>What's happening in the community</p> <ul style="list-style-type: none"> • Two of our RSOs have struggled with employment issues with their paid CEO/General Manager. This has highlighted how boards must ensure good HR practices are being used and that HR is potentially an area they need support in. • Reduction in gaming funding is still affecting sports who have received a significant percentage of their income from this source in the past. • Some schools and sports still identify volunteer recruitment as an issue. • Aging committees and a struggle to attract new members to committees remains an issue for some sports. <p>Impacts of your work</p> <ul style="list-style-type: none"> • Our Capability Advisor worked closely with a variety of organisations to improve their operational processes and ensure sustainability. • The Regional Sports Conference provided upskilling for 100 attendees who work in sport. • 195 entry level coaches developed their coaching skills to become better deliverers of sport through Grassroots Coaching courses or the Growing Coaches programme. • Continued work with Dannevirke Athletics Club has ensured that the club is sustainable and young people in Dannevirke will continue to have the opportunity to participate in Athletics into the future. <p>Gaps and new activities</p> <ul style="list-style-type: none"> • Sport Manawatu have appointed a People and Capability Manager commencing September 2016 who will provide specialist expertise and advice to the CEO and management team on current and future workforce practices. We believe this appointment will have an impact on workforce planning, organisational development, engagement and talent management, remuneration, health and safety, and training and development. Whilst this position will initially focus on building internal capability, the role will contribute to our regional sport system by supporting our external sport partners.
What happened?	<ul style="list-style-type: none"> • A Capability Continuum has been in development through interviews and reviews of key strategic documents for sporting organisations. This process highlights common areas where RSOs could improve or need assistance from Sport Manawatu. Once this process is complete the Continuum will provide a basis for future decisions in regards to staff priorities and resource allocation from Sport Manawatu. • After being successful last year, Sport Leader (CEOs and board presidents/chairs) Forums and Administrator Forums have continued to be run. They provide a conduit for discussing issues and formation of solutions through the sharing of knowledge between the various RSOs in our region. The Sport Leader Forums discuss matters affecting sporting organisations within our region at a strategic level. The Administrator Forums allow us to bring in experts

	<p>in certain fields (Health and Safety, Legal, etc.) to answer questions and provide advice and guidance to our sports.</p> <ul style="list-style-type: none"> • During this year our Capability Advisor used lessons learnt from last year to modify the way he worked with clubs and RSOs completing self-assessment tools (WOF and ODTs). To ensure that positive changes were being implemented following use of the assessment tools, he broke the reports down so they weren't so overwhelming and gave a summary presentation with graphics. Organisations were then supported in working through their highest priorities. • Capability work informed by WOFs and ODTs included: Foxton Squash Club – developing a plan to improve internal and external communications, and membership; facilitating Manawatu Badminton Association and Manawatu Rugby League with Strategic Planning processes; and helping Parafed Manawatu to develop an operations manual - this is part of the strategic planning process, with the manual containing operational areas such as structure and philosophy, roles and responsibilities, strategy, policies and procedures. Three local football clubs that undertook WOFs (Takaro AFC, Hokowhitu Football FC, and Dannevirke Football Club) were supported in transitioning into and gaining the first level of the NZ Football Quality Club Mark programme. • Due to their increased membership numbers from a successful participation initiative undertaken last year, Dannevirke Athletics was supported through further capability development work to ensure sustainability. Work was done on procedures and policies, update of constitution, strategic planning, and funding. A volunteer plan was also produced and implemented alongside the club. Sport Manawatu also facilitated the creation of a link between the club and Dannevirke High School. The school now provides volunteers to help out on club nights. In return, the club provides upskilling opportunities in coaching and the administrative side of running the club. • Knowledge of the Feilding and Pahiatua communities identified that there were a number of organisations that could benefit from sport development support but their knowledge of what was available was limited. As a result information evenings were provided in each town and an administration booklet was produced to give local organisers guidelines and templates to use. The booklet contained valuable information on how to effectively run their club, with information on topics such as funding, risk management, and event management. 12 sports attended the evenings (six in each town). Sports represented were hockey, harriers, junior rugby, football, golf, and badminton in Feilding, and Eketahuna Tennis, Pahiatua Football, Bush Junior Cricket, Woodville Football, Bush Hockey, and Bush Netball in Pahiatua. • Sport Manawatu hosted the 2016 Regional Sports Conference. Two previous conferences have shown this format gains better attendance than running individual upskilling opportunities throughout the year. See case study attached. • Grassroots Coaching courses, aimed at inexperienced coaches to give them confidence and skills to become effective coaches, have been further developed this year after discussions with Regional Sports Organisations (RSOs) and observations of several sports showed there was a lack of knowledge around being an athlete centred coach in community sport. 154 people participated in 11 courses throughout the region and feedback from attendees indicated that coaches valued the course and it had changed their thinking around the way they coach and now they are enjoying it a lot more. • We worked with three schools to offer the Growing Coaches programme to students. 41 students went through the course and were upskilled.
Is there anything you learned	<ul style="list-style-type: none"> • With our RSOs all being run by volunteer boards, changing board membership can significantly change the effectiveness of the board. A lesson we have learnt

that you can share with us?	<p>this year is that more regular contact is needed with sports at a governance level as well as an operational level to try to foresee knowledge gaps and issues.</p> <ul style="list-style-type: none"> • The Capability Continuum has provided and will continue to provide information that we can use to assist our RSO's at a structural level. It is important that we take the time to ensure evaluations are done properly and meticulously, in order to ensure that the information we collect is accurate and not distorted by bias. It is also important that this process has a combination of face to face contact, phone and email, with multiple persons in the organisation. This will ensure the information is credible and provides a strong basis for future decision making. • Keeping record of staff changes at the RSOs in our area is something we will need to improve on in the future. It is important that we have up to date contact details for all sports that we have met and can have an open discussion with any employee or volunteer within that sporting code. This database must be kept up to date to ensure time is not wasted contacting people who are no longer with the organisation. • Not all sports have dedicated Regional Coach Developers and it is challenging at times to provide sport-specific expertise for youth coaches or to get sports to provide that support during school hours for Growing Coaches programmes. We need to develop a plan to address this which may involve utilising National Sporting Organisation staff.
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2. Focus Area: Youth

What we want to see	<ul style="list-style-type: none"> • Sport and recreation approaches that are child and young person-focused.
What's the state of play?	<p>What's happening in the community?</p> <ul style="list-style-type: none"> • There is significant work being done by the City Council and District Councils to have Manawatu as the "Best Place to Ride a Bike", which should help get more young people cycling. Of note is the completion of the Palmerston North to Longburn Cycle Path and a shared pathway from James Line to Whakarongo School. PNCC has also committed to financially supporting ten schools to become part of the Bikes in Schools programme. Three of those schools now have bikes and tracks in place and cycling is now part of their curriculum. • Close to 17,000 Māori youth (0-24 years) live in our region. We continue to see a number of environmental factors affecting Māori and their health. These negative factors contribute to sedentary lifestyle behaviours, illness, and other health related issues. Environmental factors including education, housing, work, and deprivation all affect engagement, and participation in sport and recreation. The Whānau Tri has allowed us to break through some of these barriers to prioritise Māori and Pacific Island Health. • The Manawatu District is limited in regards to the amount of ongoing local sports opportunities and residents often have to travel to Palmerston North to participate in leagues and competition. Travel is a barrier for lower socio-economic areas so Sport Manawatu increased opportunities in Feilding throughout the year to address this issue. • There are a few trends we have witnessed recently in secondary school sport: Stagnant participation numbers; Students are being torn between codes fighting for their participation; ever increasing sport participation fees.

	<p>Impacts of your work</p> <ul style="list-style-type: none"> • This year 110 teachers from 15 schools throughout our region have been trained and supported through the SportStart programme – reaching approximately 2,840 kids. • 1,400 children from 17 decile 1 - 4 schools increased their water safety skills. • 1,549 young people increased their cycle skills through programmes delivered in 24 schools throughout the region. • Provision of a variety of events and two touch modules allowed children more sporting opportunities where there were gaps in what was being offered by RSOs and clubs.
What happened?	<ul style="list-style-type: none"> • SportStart Sport Manawatu delivers the SportStart Programme as a key way of increasing Physical Literacy in primary aged children in our region. With a lack of professional development available for teachers in PE delivery, this programme provides support for teachers via workshops, modelling/observation sessions, and feedback. It provides a multi-skill approach to developing children's movement skills and also develops thinking and communication skills. This year 110 teachers from 15 schools throughout our region have been trained and supported – reaching approximately 2,840 kids. Feedback from schools, teachers, and children is very positive and indicates that a number of children previously not engaging in PE are now enjoying the challenge. A Yr 3 girl at Russell Street School who normally didn't engage in PE or sport said in a self-reflection exercise for a Striking & Fielding unit: "I don't normally like sports but I've been enjoying practising fielding and hitting the ball into space. I still need a little help with getting onto it. I actually love it. There is a lot to think about." • Swim for Life Programme After Water Safety NZ ceased to directly fund delivery of Swim for Life in our region there was still a clear demand from low decile schools for the programme so we applied to their contestable fund to continue running the programme in our region. We received some funding from WaterSafety NZ and committed to fund the remainder through our general funds. We organised the delivery of Swim for Life skills for 1,000 children from 12 decile 1 - 4 schools. The programme gave the students essential skills to enable them to play and recreate safely in the water. These children were from communities where most parents cannot afford swimming lessons. An additional pilot programme was also run by Sport Manawatu to put 400 extra children through a new water survival competency programme that aimed to replace the current Swim for Life programme. These children came from 5 further decile 1 – 5 schools. Achievement Checklists were filled out for all 1,400 students which showed that 90% of children who did the programme increased their skill and competency in the water. Results below: • Cycle Skill Development Staff deliver NZTA Grade 1 and Grade 2 Cycle Skills in schools around the region. During our '33 Days of Cycling' event we also held pre-school and after school cycling sessions - encouraging children to come with bikes or trikes and learn some cycle skills in a safe environment.

	<p>The programmes give the children the skills to ride a bike and older children also learn how to ride a bike safely on the road. These skills enable them to confidently and competently ride a bike for recreation and ultimately actively transport themselves for their journeys.</p> <p>1,549 young people were involved in cycle skill development and programmes were delivered in 24 schools throughout the region.</p> <p>Evaluations showed schools saw an increase in the number of bikes in their bike racks and many parents commented that their children were asking to either ride their bikes for their journeys or asking their parents to take them biking.</p> <ul style="list-style-type: none"> • Run, Ride, and Slide <p>This is a children's triathlon event run by Sport Manawatu in Feilding to give local children the chance to participate in a low cost triathlon event within their town. Instead of using a swimming element we had a waterslide. Kids aged from 4-13 were able to participate in a triathlon like event without the pressure of a swimming option, which is often difficult for children who are not confident swimmers.</p> <p>103 children participated which is an increase of 53 participants from the 50 who took part last year. Feedback was very positive from participants and parents.</p> • Whanau Tri <p>A Tamariki Tri was held as part of Sport Manawatu's Whanau Tri event. The event is held to improve the health status of Maori by reducing barriers to participation in physical activity and to encourage whanau to participate in an event together.</p> <p>93 kids participated in the Tamariki Tri and were part of approximately 250 participants under 18 that participated in the event.</p> • Junior Ethkick <p>Junior Ethkick was run alongside the adult Ethkick event and targeted refugee and new migrant children aged between 4 and 12. Kids were offered free skill activities and small-sided football related games as an opportunity to connect with local clubs and become integrated into the community through football.</p> <ul style="list-style-type: none"> • 34 children participated in Junior Ethkick. Feedback indicated that many children learned new skills had a lot of fun. • Weetbix Tryathlon Introduction <p>Sport Manawatu worked with the Weetbix Foundation to target a lower decile school and offer subsidised entries to the Weetbix Tryathlon for children who the price would be a barrier for.</p> <p>30 children took part in fundamental workshops with the local Triathlon Club and then went on to participate in the Weetbix Tryathlon.</p> • Feilding Junior Touch Module <p>Feilding Junior Touch Module was run to provide kids in the Manawatu District with the opportunity to participate in organised sport. Sport Manawatu collaborated with Touch Manawatu and Feilding Saturday Morning Rugby to ensure the competition was well organised and professionally run.</p> <p>493 kids (52 Teams) from twelve district schools participated in the competition. This was an increase of 40 kids across all grades from 2015.</p> • Kelvin Grove Junior Touch <p>The second six week Kelvin Grove Junior Touch Module was successfully run by Sport Manawatu at Celaeno Park. This module provides children on the northern</p>
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	<p>side of Palmerston North with an entry level opportunity to try touch rugby within school teams.</p> <p>Numbers were consistent with last year with 18 teams entered from five local schools (146 children playing). Once again, feedback was very positive and the schools appreciate having the competition run in their area.</p>
<p><i>Is there anything you learned that you can share with us?</i></p>	<p>SportStart</p> <ul style="list-style-type: none"> • Workshops have been good to give the teachers background of the philosophy and practical activities. • Teacher Support and mentoring has also worked well to develop teacher confidence in teaching PE. • Development of technology, video resources, and an app could be potential additions to improve this initiative. • Access to the resources within the schools can sometimes be a barrier as the resource booklets are shared amongst staff. Currently it is up-to the schools to organise most effective way to manage this. • Lack of equipment is proving to be a barrier for schools after our deliverers leave. <p>Swim for Life</p> <ul style="list-style-type: none"> • There needs to be more emphasis on teacher involvement. It would be good for the teachers to learn off instructors as they take the children through the programme. • Because there is not enough funding available to cater for all schools across the entire region, selection of schools for the programme could be better thought out. Currently, it is based on expressions of interest from lowest decile schools and not all schools are given the opportunity. We think there is room to make the selection process more transparent to give all schools eligible the chance to apply. <p>Cycle Skills</p> <ul style="list-style-type: none"> • Having a range of loan bikes and a trailer to move them from school to school worked really well to ensure that all children have a bike available to them when we are delivering cycle skills. The children get a great sense of belonging and have good self-esteem from being included even if for some reason they do not have access to a suitable bike. • One of our challenges is keeping up with demand both in educators and loan equipment to assist our programme.

3. Focus Area: Sport Leadership

<p><i>What we want to see</i></p>	<ul style="list-style-type: none"> • RSTs are involved in decisions and projects affecting sport and recreation. • RSTs are sharing knowledge and insights with each other and their communities to improve sport and recreation in their regions.
<p><i>What's the state of play?</i></p>	<p>What's happening in the community?</p> <ul style="list-style-type: none"> • A decision should be made soon regarding the venue for a third hockey turf in Palmerston North. • Bowling clubs still investigating amalgamation. • Gymsports still looking at stand-alone facility.

	<p>Impacts of your work</p> <ul style="list-style-type: none"> • Our consulting on the Arena Manawatu review, which was undertaken to position the Arena as the City's Central Sports Hub, involved advocating for the building of a purpose built Sports House to be added to the Arena Manawatu development plans. This has resulted in the signing of a MOU with Palmerston North City Council (PNCC) to do this. • Engagement with MDC staff around Sport Manawatu's service contract led to the council moving away from shared contract outcomes with PNCC and taking a more localised approach to ensure their district's needs are being met. A new contract has been drawn up. • A regional facility plan is in development. The learnings from this plan will allow us to bring sports into facilities which are under capacity, and advise on funding applications for new facilities or upgrades to current facilities to make them more suitable to handle the current sporting environment. <p>Gaps and new activities</p> <ul style="list-style-type: none"> • Sport Manawatu is represented on Massey University's Sport Leadership group which is trying to provide some cohesion around sport development (facility and programme) in the University and influence senior leadership. • A regional steering group is being developed for cycling to provide a coordinated approach to cycling events and activities in the region.
What happened?	<ul style="list-style-type: none"> • Sport Manawatu staff gave guidance and support to clubs and RSOs by sitting on various panels. This included: Judicial panels for Bowls and Hockey Manawatu, coaching interview panels, and recruitment process panels as examples. • We provide leadership to schools and clubs to develop projects to utilise KiwiSport funding and provide more/better opportunities for school aged children to participate in and develop a lifelong love of sport. We also influence schools to implement the SportStart programme to upskill their staff in increasing the physical literacy of their students. • Leading the President/CEO forums has continued to be successful in providing an opportunity for the people who are involved in organising sport in the region at a strategic level, to come together to discuss relevant issues. • Our organisation is leading the development of the Regional Sport Facilities Plan which has representatives from each council on the project steering group. The plan will assess the state of our current sporting facilities, propose upgrades or new facilities where needed, and show which facilities are underutilised. • Sport Manawatu played advisory and quality assurance roles in PNCC's development of an updated Recreation Needs Assessment. This assessment profiles the major sports in the city and their membership trends and will be used as a resource for decision making by the Council. • We contributed to PNCC's Linklater Reserve Development project by participating in development meetings for the draft plan and providing a submission on the plan. • Other submissions made to our local TLAs included: to PNCC for their signs and public places by-law which successfully saw the removing of smoking outside restaurants and cafes; to PNCC for the development of the He Ara Kotahi cycle and walkway across the Manawatu river; to Manawatu District Council (MDC) regarding their Long Term Plan document and the development of the Manawatu District Greenspine; and to Horowhenua District Council regarding their signs and public places by-law.

	<ul style="list-style-type: none"> • Our staff participated in workshops to assist PNCC in updating their Events Strategy and work was also done to influence Tararua District Council in redesigning their events space. • Our CEO was part of the independent panel appointed by PNCC to advise on the best venue for a third hockey turf in the city. • Sport Manawatu staff have been part of the 'Univer-City' working group. This is a project being led by PNCC and Massey University to implement strategies to attract and retain students in the city. Our organisation continues to be involved and will lead strategies related to sport and active recreation. • Staff sit on the stakeholder group for UCOL Sport and Exercise Science Department. This allows us to give advice on how to best prepare students for the sporting industry. • We partnered with Basketball NZ to lead the development of an "All of Basketball" Plan for the region. An independent consultant was brought in to assess the state of basketball in the Palmerston North area and develop a plan. Upon completion, the All of Basketball Plan will highlight weaknesses, strengths, future possibilities within the sport, and provide recommendations on how to improve the capability of PNBA, and ensure the long term sustainability of basketball in the area. • Other Leadership work includes: facilitating meetings and having an advisory role on the Secondary School Principals Group in their decision making around secondary school sport in our region and staff members sit on various health advisory groups.
<i>Is there anything you learned that you can share with us?</i>	<ul style="list-style-type: none"> • The close relationships we have with our local councils are really important and beneficial. • We are still trying to develop stronger relationships with Massey University to link with them more in sharing knowledge and working together to improve sport and recreation in the region.

SPORT MANAWATU REGIONAL SPORTS CONFERENCE

Sport Manawatu held our third Regional Sport Conference on 24 June 2016. The event was held at Massey University's Sport and Rugby Institute, and attracted over 100 attendees representing 29 different sporting organisations (clubs or RSOs), five Regional Sports Trusts, seven schools, and four other sporting related organisations. The Conference ran three streams with speakers covering topical issues in sport coaching, sport sustainability, and sport management.

COACHING STREAM:

The coaching stream was aimed at giving volunteer, and employed coaches in our community, access to up-to-date coaching information and strategies. Topics covered included:

Leadership and Power - National level rugby coach, Hugh Galvan, ran a workshop style session, where coaches could ask specific questions.

The Neuroscience of Engagement - Educational Psychologist, Kathryn Berkett, explained the scientific basis for how athletes react under stress, and gave practical techniques coaches can immediately implement to help athletes.

Getting the Best out of your Athletes - World renowned coach Wayne Goldsmith challenged coaches to think outside the square when looking at change and improvement.

SUSTAINABILITY AND TEAM MANAGEMENT STREAMS

The sustainability stream was aimed at giving those who work in sport administration and sport management the latest tools and information to enable them to work more efficiently in their various roles. Based on advice Sport Manawatu received from those who work in sport organisations in the Manawatu, a broad range of topics were selected. These included:

Incorporated Societies - William Kronsast from Manawatu Community Law delivered information about good governance principles, effective operational policies, and the importance of having a clear understanding of your society's need. He also gave practical advice on how to solve common issues.

Sport Compass – Jill Gower from Sport NZ explained the newly up-graded club tool Sport NZ have developed, and how this can be of use to those running small sporting organisations.

Funding and Grant Applications – Helen King (Grants Advisor & Educator) and Neil Attapattu (ECCT) delivered practical advice on how to go about finding appropriate funders for various costs, and how to go about putting together applications that have the best chance of being successful.

Board Ethics and Conflict Resolution – John Fowke from Toyota delivered a very informative and popular session discussing the role of ethics in organisation and club boards.

Health and Safety – Brigid Hodges from Manawatu Health and Safety gave an overview of the 2015 Health and Safety Act, and how this impacts volunteer associations, sporting groups, and workplaces.

Team Management – Trevor Shailer, CEO Sport Manawatu, delivered an informative session for those interested or working in the challenging and dynamic area of team management.

Creating a Positive Club Culture – Bella Ansell discussed the importance of, and gave practical solutions for creating a positive club culture. She drew on her experiences from work with Netball New Zealand.

SUMMARY

Sport Manawatu received an overwhelming amount of positive feedback from the Conference attendees, further confirming the need in our industry for access to up to date information and networking opportunities.

The Conference attendees were an even mix of those working in sports administration and coaching confirming the decision to run two full streams in these two broad areas of sport and recreation.

Attendance from five RSTs made the Conference an excellent platform for staff to share knowledge and insights with each other in pursuit of further improving how sport and recreation is run in our communities.

Sport Manawatu has received excellent feedback from those who attended the Conference, for example:

"Personally I learnt a lot and felt the Conference has enforced the pathway I had been going down"

In light of the success of this year's Manawatu Regional Sports Conference, Sport Manawatu have decided to hold the event annually, rather than biennially. Planning has already begun for the 2017 Regional Sports Conference.

Report: Sport Wellington Wairarapa

(Reporting period – 12 months to 30 June 2016)

1. Focus Area: Capability & Capacity

What we want to see	<ul style="list-style-type: none"> • Strong and thriving sports and recreation organisations. • Quality sport and recreation delivery that meets the needs of participants.
What's the state of play?	<p>What's happening in the community</p> <p>Governance continues to be a key focus. Insights have been gathered through a Memorandum of Understanding (MOU) Action Plans, reviews of medium to long-term relationships, a series of governance workshops and community workshops have provided us with a useful overview of the landscape of sport in Wairarapa. Our main change during this reporting period is to track numbers and measureable impact.</p> <p>We have previously reported that a significant issue is RSOs and clubs NOT understanding their roles and responsibilities and to understand how their processes impact on the level of satisfaction by their members and participation. This year we have started to see a change with more self-initiated engagement leading to being more open and responsive to their challenges and are realistic about their current status.</p> <p>In-depth approaches with four RSOs has resulted in these impacts:</p> <ul style="list-style-type: none"> • Three of the four RSOs have developed or updated strategic plans and other planning tools (Wairarapa Cricket, Netball Wairarapa & Hockey Wairarapa). • Three of the four RSOs have registered a combined increase in youth membership by 17.6% (combined totals - Wairarapa Cricket, Wairarapa Tennis & Netball Wairarapa compared to their previous season). • Four RSOs have examples of collaboration by sharing best practice e.g. funding processes, facility usage, establishment of Trusts, and co-planning on shared projects. <p>New Activities</p> <p>We now require our MOUs with sports organisations to include the following:</p> <ul style="list-style-type: none"> • Annual review of Strategic Plan. • Quarterly review of MOU objectives.
What happened?	<p>MOU RSO Action Plans</p> <p>Through governance workshops we have been able to influence some change and shift their Board focus towards thinking strategically instead of operationally. This has resulted in:</p> <ul style="list-style-type: none"> • New or updated strategic and action plans. • Reviewing or implementing policies. • Volunteer plan which is now a mandatory objective with all new MOUs. • Change of meeting structure. • Greater awareness of their responsibilities. <p>Relationship Reviews</p> <p>We have completed reviews on all our in-depth MOU RSOs and we are utilising the insights from this work to shape our processes and advocacy in the future.</p>

	<p>We have shared relevant national changes to policy and sport-specific youth school data to outline current trends when meeting with RSO Boards.</p> <p>The reformed Wairarapa Sport Improvement Group (WSIG) has been beneficial in sharing knowledge, best practice and insights. <i>(WSIG is a cast of panellists who share ideas around the greatest influences and impacts on sport in the Wairarapa at club and association level. We hope, through these sessions to lock-in improvements in prioritised areas such as governance, planning, customer focus, etc.).</i></p> <p>Community Workshops</p> <p>The purpose of our community workshops is to provide Wairarapa sports clubs and associations with an opportunity to increase their knowledge on relevant topics of governance, planning, volunteering, finance etc. and provide them with practical ideas that can be easily implemented in any environment.</p> <p>SWW facilitated five capacity-building workshops and one RSO presentation, with 25 clubs represented in total. Our workshop satisfaction continues to rate very highly with an average of 93% of attendees rating each workshop as very good or excellent.</p>
Is there anything you learned that you can share with us?	<p>What Works</p> <ul style="list-style-type: none"> • The reformatting of our workshops has seen greater involvement from attendees by introducing techniques that encourage them to share ideas and discuss solutions regarding workshop topics. • Case studies highlight progress of each club, with recommendations, has been presented to each club in poster form so they have a document they can refer back to and display to their stakeholders <p>We have developed a summary of insights from the review of medium to long-term relationships which has assisted our own learning and reshaped some of our processes. The Insights Summary Points are:</p> <ul style="list-style-type: none"> • Club sustainability and succession – many clubs are driven by one or two key members. Clubs and RSOs need to think about future proofing their organisation. • Lack of planning and regularly reviewing their current plans. • The lack of customer focus and understanding the value of surveys. • Lack of emphasis on the importance of a database to track volunteer numbers.
Other comments	<p>Discussion topics</p> <ul style="list-style-type: none"> • Volunteer recruitment. • Workshop format (attendees are more engaged). • Relationship reviews / case studies (RSO and clubs are learning from past work).

2. Focus Area: Youth

What we want to see	<ul style="list-style-type: none"> • Sport and recreation approaches that are child and young person-focused.
What's the state of play?	<p>What's happening in the community</p> <p>Wairarapa secondary schools continue to have the highest participation rates in the country and we have seen many of the challenges that faced secondary school sport</p>

	<p>addressed through a targeted approach.</p> <p>KiwiSport investment across school sport settings has reduced participation costs. Asking kids what they want has led to better planning, and the willingness of clubs and community groups to assist in providing their expertise and resources has seen more quality deliverers in front of young people which are key to providing a great experience.</p> <p>The two primary school sport convenors (Masterton and South Wairarapa) have renewed funding and continue to grow participation and connections across their communities.</p> <p>Our work with targeting non-sporting participants continues to be seen as positive with several schools and a sport now having embedded these principles into their sport offerings i.e. inter-house competitions, lunchtime activities and sports exchanges.</p> <p>Data collected from the NZSSSC Census, Kiwisport accountabilities and participant evaluations show the impact of this work has lead to the below:</p> <ul style="list-style-type: none"> • Increased number of school-aged children participating in organised sport. • Increased availability and accessibility of sport opportunities for all school aged children. • Children supported in developing skills that will enable them to participate effectively in sport. • Improved planning targeting volunteers has been successful in increasing the number of quality community coaches.
What happened?	<p>Wairarapa College Volunteer focus</p> <p>Previously we had reported on the Wairarapa College netball pilot project where our aim is to have an increased understanding of the volunteer requirements in a school setting and an increased understanding of the barriers to teacher engagement in sport.</p> <p>Wairarapa College netball continues to monitor their growth in participation numbers and have seen the number of volunteers increase throughout this pilot. Other codes within the school are starting to utilise the learnings from this pilot as well.</p> <ul style="list-style-type: none"> • Coaches – increase from 8 (2014) to 24 (2016) – 200%. • Team Managers – increase from 6 (2014) to 14 (2016) – 133%. • Student Coaches – increase from 8 (2014) to 13 (2016) – 63%. • Teachers involved in netball – Increased from 1 (2014) to 7 (2016) – 600%. <p>Wairarapa Cricket KiwiSport program (Backyard Cricket)</p> <p>Wairarapa Cricket has developed a player pathway which identified a number of drop-off points and lead to the development of a new initiative. Wairarapa Cricket facilitated a number of sessions to local secondary schools with a focus on catching, bowling and batting. Impact of this saw two new teams at Makoura College (0 teams in 2015) and a number of new registrations at Wairarapa College. We have also provided an independent assessment to Wairarapa Cricket to ensure they are following best practice guidelines when delivering their programme.</p> <p>Growing Coaches</p> <p>17 students participated in eight hours of learning about coaching including generic, sport-specific and self-directed learning. This included at least fifteen hours of practical coaching of other young people.</p> <p>Delivery Learnings - Relationship planning</p> <p>It has been difficult to ensure that the roles and responsibilities are well understood.</p>

	In the case of Growing Coaches project, each partner needed to fulfil their specific requirements in a timeframe that showed cohesion and worked for the student coach. Schools needed to ensure that the commitment to achieve the requirements of the course were known and planned for. Sport needed to have their resources at the ready to support the educational component and external providers to support and not to lead. This structure is true for all the settings above and when one fails it puts pressure on the others to pick up the shortfall resulting in a gap in delivery.
Is there anything you learned that you can share with us?	<p>What works</p> <ul style="list-style-type: none"> Working with RSOs to identify drop-off points within their participation pathways. A greater understanding of the volunteer role in a school setting. A greater awareness of how to engage new teachers into school sport. Clear agreed upon roles and responsibilities leads to better delivery. <p>Gaps and new activities</p> <ul style="list-style-type: none"> We have utilised insights from youth membership data to outline current trends when meeting with RSO Boards. This has helped paint a picture of their participation numbers. RSOs need to link with secondary school coaches to provide them with further development and/or opportunity. School/ Sport Forums that encourage understanding of expectations and shared planning opportunities.
Other comments	Changes to the Health & Safety Act and the Vulnerable Childrens Act has seen better co-operation between schools and sport as they are required to work together to show evidence that they understand each of their roles and responsibilities.

3. Focus Area: Sport Leadership

What we want to see	<ul style="list-style-type: none"> RSTs are involved in decisions and projects affecting sport and recreation. RSTs are sharing knowledge and insights with each other and their communities to improve sport and recreation in their regions.
What's the state of play?	<p>What's happening in the community</p> <p>Historical decision making in regards to sport and recreation provision has often been undertaken on an ad-hoc basis at a district level. In some areas this has resulted in duplication and under-utilisation of sports and recreational facilities which have or will become increasingly unaffordable over time. In order to maintain aging assets, current service levels and facility sustainability, funders are looking for more collaborative solutions supporting the implementation of sports hub/sportsville type models. In order to meet funder's needs for improved sustainability it will become increasingly important for all stakeholders to work collaboratively in order to improve delivery of sport and recreational facilities.</p> <p>The 10 year strategic direction of the Regional Strategy will unlock the potential for creating a future where we have:</p> <ul style="list-style-type: none"> Increased participation by all levels, ages and stages. Success on the national and international stage. Active, healthy and connected communities. Smart spending that benefits our communities.

<p><i>What happened?</i></p>	<p>Regional Strategy</p> <p>Sport Wellington is continuing to lead the development of a Wellington Region Sport and Active Recreation Strategy, recently hosting a community consultation workshop which all three Wairarapa Councils were represented along with eight community organisations.</p> <p>The current focus is on establishing a business case and plans for two early projects that have been identified - an agreed regional spaces and places plan and establishment of a regional funders' forum.</p> <p>Sport Leaders Forum</p> <p>Sport Wellington's Strategic and Developing Community Sport (DCS) plans have identified a leadership role for Sport Wellington in building a capable, sustainable and vibrant sporting system in the Wellington region. The leadership role is specific to partnering, knowledge sharing, expertise building, and influence.</p> <p>The overall aim of this forum is to strengthen the connections and influence of the Wellington sport community through three networking, engagement and knowledge sharing forums with targeted sport leaders so that the sporting system in Wellington is aligned and connected.</p> <p>The group themselves have identified future content based on common areas of challenge (e.g. accessing funding; managing participation (retention and growth); changing trends; cost, access and maintenance of facilities).</p> <p>RSO relationships</p> <p>The development of a Wairarapa specific Communication and Stakeholder Plan allows for stronger relationship building, sharing relevant information highlighting our successes and creating awareness.</p> <p>Monitoring and evaluation</p> <p>With so many key messages it's important to have clear key relevant messaging specific to each stakeholder group. This year we have produced six case studies (three club & three RSOs), both informal and formal, for internal learning and external planning and partnerships.</p> <p>We have seen a slight increase in stakeholder satisfaction over the past 12 months, 7.88 (2016) compared to 7.72 (2015) rating out of 10.</p>
<p><i>Is there anything you learned that you can share with us?</i></p>	<p>Key relationships are important when trying to influence change within the sporting sector. A Communication and Stakeholder Plan enables the identification of key roles and responsibilities however, our role is still not fully understood by our key stakeholders and therefore undervalued.</p> <p>We have tried to align best practice through the Regional Strategy framework. Councils are under resourced to work frequently enough in this space to be familiar with the content, we still find our expertise isn't being sort during times when it could be best utilised.</p> <p>RSOs continue to seek our support when directed by funders. We value the opportunity to be utilised in this way, though we would prefer to provide advice in the planning stages. We are also challenged by ensuring RSOs value the opportunities we provide. Inconsistency with their attendance to the governance workshops reflects a lack of priority and a loss of potential for the knowledge to be shared.</p>



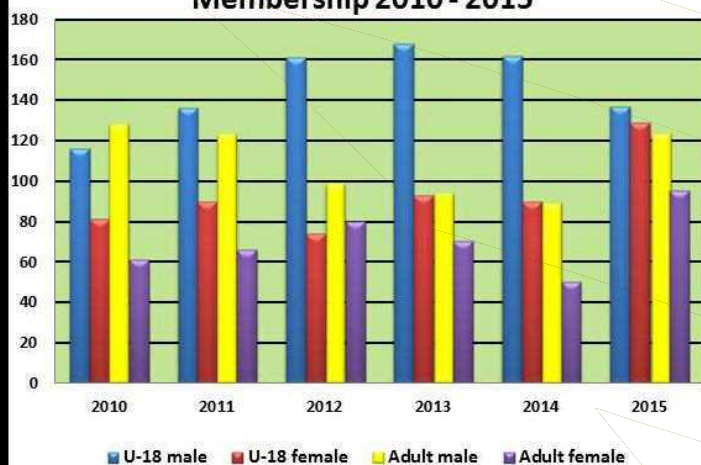
Executive Summary

In 2011, Wairarapa Tennis Association CEO, Gilla Paulik met with Mark Curr from Sport Wellington Wairarapa (SWW), after identifying the association's need for support. Mark then met with the Wairarapa Tennis Association (WTA) and acquainted them with the role of SWW and the work they could assist WTA with around club development. From there, discussions were held around the current situation of tennis in the Wairarapa as well as the structure and operations of the Association. WTA showed readiness to sign a Memorandum of Understanding (MoU) when the new board was established at the 2011 AGM, formalising the relationship.

The term of the initial MoU was 12 months and subsequent agreements followed lasting a further 24 months. During this period the board had multiple personnel changes. SWW support to WTA had been slowed down by the restructure of the board which limited the time and efforts put towards the MoU objectives. A number of important objectives have not been met as a result. Despite SWW's assistance in putting together Volunteer and Marketing Plans, there is no evidence that these have been implemented any further. It will be important for the board to sustain a period of stability in order to make the most of any further MoUs and the progress of agreed outcomes would need to be monitored closely by both parties.

Vision - Quality tennis is accessible to everyone in Wairarapa

Membership 2010 - 2015



Points of interest:

- Over the course of the relationship, total male membership has remained stable however, female membership has increased substantially
- Data only includes affiliated members. It does not include social players participating in less formal settings e.g. business house

Methodology

Using its knowledge, resources, and networks, SWW has been working alongside the WTA, and their associated clubs, since October 2011. WTA was assisted by SWW in the development of a robust Strategic Plan and to provide governance direction throughout its development and implementation. The goal was to allow them to effectively and efficiently deliver tennis in Wairarapa.

WTA looked to capitalise on increased numbers from primary and secondary school programmes through the development of a pathway between schools and clubs. The lack of linkage was identified as a common area of weakness throughout the region.

Plan

Memorandum of Understanding's objectives:

- Determine WTA's regional needs and incorporate these into an Annual Support Plan
- Grow and sustain tennis at a community level; specifically in the development of a player pathway for junior members via the Association
- Collect "baseline" data to assess participation, contribution and capacity, and to measure progression and outcomes
- Implement best practice governance principles to support objectives

VALUES

Fun

Supportive

Professional

Inclusive

Transparent

Proactive

HIGHLIGHTS



Kelby Courtney was appointed WTA Administration Officer in September 2015



Shoe Clinic Masterton is a proud supporter of Wairarapa Tennis and in 2015 sponsored the Senior Closed Tournament



Junior representative teams were dominant in their recent fixture against Wanganui

Outcomes

Objectives achieved

- Identifiable growth in junior and senior female membership
- Appointment of a Junior coach
- Development of job descriptions and performance review process for paid positions
- Appointment of Development and Administration Officers
- Participation data collected and tracked on an on-going basis
- Strategic Plan ratified by the board
- System building - Website, Dropbox, Xero, IT programmes put in place to streamline administrative tasks.

Recommendations & Conclusions

WTA has made some progress in implementing and working towards the objectives of their Strategic Plan. Their attendance at a 2013 governance workshop was a big driver in outlining the importance of applying sound processes and procedures at WTA. However, due to a number of board members stepping down, this momentum has declined considerably.

Some work is needed around strengthening their succession processes to enable a more seamless transition when new board members are appointed. Achieving stability would allow WTA to plan, and work towards achieving, their long term goals.

The implementation of the Volunteer Plan including a volunteer database is recommended so the association can monitor and track baseline information. It will support the association in attracting, developing, recognising and retaining volunteers as well as help identifying capabilities that could prove valuable at board level.

Recommendations & Conclusions cont.

In order for the association to progress, a review of the Strategic Plan is needed, including priorities and associated actions. SWW also recommends adding timeframes to enable monitoring and evaluation. In order for WTA to be successful, new board members should be required to undertake governance training and the association should maintain up-to-date job descriptions for the roles of board members.

WTA's relationship with its current and prospective financial stakeholders needs to be nurtured as substantial financial support is required to support paid staff and maintain the development of tennis.

The establishment of a stakeholder satisfaction survey with associated clubs, schools, representative players and partners will help identify future goals, programmes and strategic direction. It is also a good way of opening the dialogue between the association and clubs and strengthening relationships.

WTA needs to continue to nurture their relationships with primary and secondary schools to keep them informed and in a position to support WTA competitions. Clubs that SWW have worked with have identified a drop-off of players entering secondary school; of particular concern is the fact that few return to the game after they leave school.

There is a need for better planning towards achieving the strategic direction. New board members should agree with the vision, purpose and values of WTA to ensure successful long term development of tennis in the Wairarapa.

Throughout the relationship, WTA has displayed a strong ability to focus on the objectives in front of them; they have been able to implement many initiatives which leaves them in a capable position for further improvements.

Sport Wellington Wairarapa kindly supported by

