**October 2018**

**Questions & Answers**

**Proposed changes to  
Governance Structure**

1. **Why do we need to change?**

Our current constitutional structure is unsustainable. It requires the Board to be too heavily engaged in the day to day operations of the society which means their focus is diverted from the core functions of a board – long-term strategic planning, approving policies and managing risk, ensuring the society complies with its regulatory environment, and managing stakeholder relationships.

We want Archery NZ to be around for generations to come. We want it to grow, strengthen and provide a pathway for both recreational and competitive archers – to the very highest level.

For this to happen the different functions of management and governance need to be separated so that people with different skills and experience can more effectively contribute to the long-term benefit of Archery NZ.

1. **Is this a typical structure for a National Sporting Organisation or Incorporated Society?**

Incorporated Societies in many sectors are increasingly moving to a more robust governance structure where the principles of good governance can be adopted. That is, where a governing body is focused on the core functions of a board – long-term strategic planning, approving policies and managing risk, ensuring the society complies with its regulatory environment, and managing stakeholder relationships.

The traditional model is one that requires the Board to essentially run the society with a short-term (year on year) focus, rather than govern it to ensure it has a sustainable future for years to come.

This model also contributes to burnout of Board members and the volunteer base needed to keep the society operational.

1. **What do the Board do now?**

At the moment, the board is made up of Officers who also have heavy responsibilities for the day to day management of the organisation. These tasks include (but are not limited to!): all correspondence with members, being the central point of contact for external bodies, preparation of financial reports, and the many varied responsibilities of Commission Convenors.

1. **What will the Board do in the future?**

The proposed model enables the Board to be focused on long-term strategic planning and the ongoing sustainability of its operations, so that it has a strong future.

1. **What happens to the Commissions?**

The ‘Commission Convenor’ titles have been updated to more accurately reflect what they do and also standardise terminology which is more meaningful for new members. The functions that were carried out by Commission Convenors are now done by a combination of Team Leaders and other volunteer roles which report through to the Team Leaders.

1. **Who will actually do the work?**

A number of people will do the work – but the work will be more appropriately organised and defined so that roles, responsibilities, and accountabilities are clearer and more sustainable.

Volunteers are the lifeblood of all sporting organisations and we want to make sure we’re providing opportunities for people to contribute that are not overwhelming and enable them to play to their strengths and interests.

1. **How will the Board be selected in 2019?**

Changes of this nature need to be managed in a staged approach and with great care. That is why the proposal includes the appointment of an Interim Board that has the capability of governing through the first transitional year while we move to full Board elections in 2020.

1. **How will the Board be selection in 2020?**

It is proposed that at the AGM in 2020 five Board members are elected from the membership. A further two members will be co-opted by the Board to ensure the right mix of skills and experience are at the Board table. There will be no Presidential elections – a Board Chair and Deputy Chair will be elected by the Board.

1. **Who will appoint the Operations Manager?**

The Interim Board is responsible for appointing this role and managing their performance.

1. **Who will appoint the Operations Team Leaders?**

The Operations Manager is responsible for appointing these roles, in consultation with the Interim Board.

1. **Who will appoint the Operations team members?**

These will be jointly appointed by the Operations Manager in conjunction with the Operations Team Leaders.

1. **Some of the roles of the Operations team members are quite large – who will help them?**

Operations Team Leaders are there to provide support and guidance for their team members. It’s important to remember that the proposed changes may require further

1. **What are the proposed roles and responsibilities for each of the new roles?**

Please refer to the ‘Discussion Document’ for an overview of this information.

1. **Are key stakeholders happy with this proposal?**

Yes. Our Patron is very supportive and encouraging. Sport NZ have also been very supportive of the initiative we have shown in moving to this model of governance and updating our operational roles.

1. **Currently I contact the National Secretary if I have a question/issue, who will I contact in the future?**

It depends what your question or issue is. Once adopted, the responsibilities of all the new and updated roles will be clearly communicated to members. If in doubt, contact the Administrator and they will point you in the right direction.

1. **What will the membership fees have to be in order to pay for these changes?**

There are two paid positions proposed in the new structure.

* The Operations Manager is a new position and it is expected that we will need to pay them for at least 10 hours per week, but no more than 15 hours per week.
* The Administration Manager is an existing position that was created in mid 2018 and is already paid for a maximum of 20 hours per week.

We have reviewed our budgets and will need to increase membership fees for next year (commencing 1 October 2019). The proposed full senior membership fee would be in the range of $125 - $150, and the Youth fee $63 -$75.

Applications for funding via grants for the Administration Managers role are already being undertaken and where possible, we will continue to seek funding for other roles also. It is anticipated that the Events Manager will also need to be paid, but this position should easily be self-funding via the sponsorship opportunities that will be generated from their work in running the key national events.

1. **What do it cost to belong to other National Sporting Organisations?**

It is hard to calculate exactly what the costs are to belong to other sporting organisations throughout NZ as a comparison to Archery NZ as the majority of sports are set up so that membership to the national organisation is via the club affiliatation.

Archery Australia and the NZ Field Archery Association are also structured this way.

1. **What benefits do I get from belonging to Archery NZ?**

There are a lot of benefits to belonging to Archery NZ, including:

* Ability to compete in various postal shoots including those dedicated to Youth development
* National tournaments (Outdoor, Field, Clout and Indoors)
* Support for the clubs that our members belong to and promotion of their events
* Ability to compete for NZ records and trophies along with pins and badges
* Officials for assisting with the running of events eg Judges and DOS
* Coaches and training provision for new coaches
* A pathway to international events hosted by World Archery
* Ability to claim World Records with World Archery
* Representation at the NZ Olympic Committee
* Access to development funding from Sports NZ
* Support and advice from Drug Free Sports NZ
* Endorsement from a recognised National Sport Organisation for any funding bids or sports awards by members and clubs