



Aoraki Dragon Boat Association Incorporated
PO Box 319, Christchurch 8140, New Zealand
aoraki.dragons@gmail.com
www.aoraki-dragons.co.nz

Structure of Aoraki Dragons as the Regional Sports Organisation

July, 2016

The following proposal looks at taking the structure of Aoraki Dragon Boat Association to the next level, having been run entirely as a *Board of Management* since 2007.

Since 2015 a “junior board” was informally set in place to include a second tier of people who have been keen and able to step up, and assist in running operations. These additional people have been enormously effective in helping Aoraki to deliver quality events, but they have no voting rights on the current board.

This document suggests that the structure of Aoraki be changed to encourage such people to contribute, and it also creates another level that provides true “governance”.

That is, it adds a Governance function that provides leadership and strategy, focussing on the 'big picture'. Governance is about planning the framework for work and ensuring it is done. As such, it is distinct from management (organising the work) and operations (doing the work). The ‘governing’ body should *not* get involved in making managerial decisions or getting involved in the day-to-day implementation of strategy. Governance determines the "What" to do and what we should become in the future. Management determines the "How".

In a large organisation, the *governing body* governs, the *senior management team* manages, and the rest of the staff (volunteers) engage in operations. But in smaller organisations it is easy for the governing body to get 'bogged down' with questions of short-term management and operations and to lose sight of the need to focus on strategy for the longer-term.

However in this proposal, *governance* is taken aside so that the main team can *manage* and *deliver operations* thus removing the ‘politics’ that discourages many people from stepping up and getting involved. If Aoraki were to grow significantly then it may be worthwhile further dividing such that we have a *Board of Management* (again) plus a group of staff who get on with the jobs for which they have been recruited.

Aoraki Governance Board (Board)

In the proposed structure, an *Aoraki Governance Board* governs the region. This Board consists of 3 to 5 members, each with relevant skills to contribute.

Three board members are elected by representatives from the region's clubs at the AGM. Up to two more Board members may be appointed by a special committee to ensure effective interaction with the NSO (NZDBA) and/or another independent sports body (such as Sport Canterbury).

The Board meets at least three times per year, and is tasked with making decisions based on the whole of the sport and all its members. The Board looks after the best interests of Dragon Boating (present and future) in the region.

The Board is responsible for making decisions of a strategic or policy nature, and will do so on behalf of the paddling community in the region. In the short term, the Board might need to assume both governance and management responsibilities, but in the longer term the Board will focus on governance, with an Operations Management Team taking on all management responsibilities.



Operations Management Team (OMT)

The role of the OMT is to run the day to day operations in the region, including promotions and development, training and events. That is, the OMT supports the Board in delivering its 'Vision'.

The OMT consists of five members, nominated and elected by the Clubs at the Aoraki DBA AGM. The OMT elects one of its members as a Chair, to manage the Operations group. Members of the OMT are delegated tasks such as communication, website and Facebook updates, general admin, funding applications, event planning and organisation.

These roles had been described in the Constitution, but over time they have tended to pre-determine how we have behaved, rather than change to suit how we have operated. Therefore it can be argued that it is better to leave the definitions outside the (relatively long term) Constitution, and allow them to change over time.

Clubs

Each club in the Aoraki region is affiliated to Aoraki DBA. Under this structure they account for 100% of the votes at the AGM. In this way the Board and the OMT are accountable to the members via their clubs.

The club reps would not just be there to speak/listen on behalf of their Clubs. The Governance Board would, however, consult with clubs on all strategic and policy decisions. In particular, the Board meets with clubs at least once per year at the AGM where they may raise any concerns or issues. There is also the option of having an additional meeting if required or requested (e.g. to enable consultation, etc.) and clubs have the option of making contact with the Board via the Chair.



In Summary

The Board is about being “Hands off”, setting vision, whereas the OMT is about being “hands on”. This new structure would not preclude the members of the board being fully engaged in attending OMT meetings and also in assisting in operational matters as the OMT would see fit.

Meri Gibson, Chair

Noel Anderton, Secretary