## Challenge

### Membership / participation
- Attracting members
- Retaining members
- How to attract non playing members
- Attracting young members
- Membership turnover
- Social memberships
- Competing with other leisure time activities e.g. technology
- Accessing future athletes
- Motivating members to expand / try new things in the same organisation
- How do we keep kids in sport
- How do we increase participation with such limited resources (human resources, facilities, money, and technology)?
- Demands on people – lots of choice
- Teenage dropout rate post-secondary school

### Solution
- Raising awareness of opportunities you offer by using technology and social media e.g. use Facebook to inform members and attract new ones
- To attract non playing members get ex-players to network
- Develop a programme around parents to keep them engaged while family still active
- Have-a-go days or sessions, no commitment, target those that aren’t already participating
- Use technology to find new members
- Changing ethos of sport: sport as community
- Open days for people to try activities – then convert to membership
- Offering pay for play options
- ‘meet ups’ – sign up and people can see who is attending and what is available
- Getting kids into sport – educate parents about the benefits of the sport so they see the value
- Offer more cycling groups – different levels of ability, Women’s only

### Financial / funding / resources
- Membership fees are a barrier
- Income
- Overheads for club base
- Fundraising
- Grants – sustainability
- Financial sustainability – increasing standard of facilities
- Cost of facility hire, renovations, building maintenance
- Cost to play sport for people with less money
- Cost to individuals – national levy, ground fees, registration fees
- Grass roots end up subsidising elite athletes
- Funding to keep club going
- Money for international tournaments

### Solution
- Dedicated finance responsibility – have a plan, annual fundraising events
- Attract social activities to major events
- Attend council meetings – keep council informed about your challenges
- Look at different options – funding partnerships
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### Workshop notes

- Council fees are high e.g. Newtown Park
- Ensuring equitable access to opportunities
- Sources of funding
- Cost and time of applying for funds
- Value proposition
- Database of info
- Lack of financial reserves
- Deferred maintenance on assets – some groups don’t have

#### Volunteers / staff / coaches

**Training and development**
- Access to coaches
- Decline in numbers volunteers
- Age
- Fluctuation
- Staff overstretched / slimming
- Growing membership – under resourced and relying on volunteers to deliver workload
- Lack of personnel running sport e.g. handball – no fulltime coaches or development officers. How can they get further support?
- Clear coaching pathways
- Quality coaches
- Recruiting volunteers – especially coaches
- Sustainability of people resources – the same people do all the work
- Recruiting business-nous skills e.g. project management
- Providing training in administrators
- Where do you get volunteers from?
- How to get project management / administration training
- Lack of volunteers – coaches, recruiting and training them
- Ageing volunteer base
- Lack of officials
- Responding to needs and requests – social isolation

- Use volunteer organisations
- Train the community, up skill, build rather than create
- Volunteer development officers in clubs
- Volunteer support and development
- Rewards / recognition
- Have a volunteer strategy
- Create a team environment for volunteers
- Recruit volunteers and ‘good people’
- Funding to support volunteers to get work done
- Advocacy and promotion of volunteerism e.g. awards
- Promoting social outcomes
- Event volunteerism – bit sized chunks of time
- Creating a strong brand and sense of community
- Partnering up (between clubs, with students for work experience, businesses for product)
- Volunteers to gain experience
- Engage with university students

#### Promotion and awareness of club / education / information / marketing

- Lack of awareness
- Awareness of biking tracks
- Need to market MTB trails in

- Remove the perception that biking is unsafe
- Collaboration - one piece of collateral with all wellington tracks and skill level
- Return of a centralised rec web portal
### Wellington
- Activities/ programmes delivery
  - Finding new things for our members to be interested in
  - Programme development
  - Exploring new models/ ways to do what we do (avoiding ‘business as usual’)
  - Social media - Guidance on what to pursue to avoid spending time, money and resources on things that don’t work
- Accessible clubs
  - Identifying accessible clubs
  - Equality of access
  - Cost
- Sport / club structure
  - Changing nature of sport
  - Casualization of sport
  - Acceptance that people do not want to join clubs
  - Too much focus on elite sport and not enough on kids e.g. Bike NZ
  - Representing informal users – no structure
  - Sustainability
- Governance
  - Poor governance / structure
  - Capability and capacity of committee and admin
  - Getting the right people on the committee – right skills
  - Lack leadership skills in organisation
  - Governing bodies need to be more proactive
  - Leadership in smaller sports
  - Older committees
  - Needs to be more supportive approach from NSO down to regions – NSO expect too much, RSOs have lack of resources, pace/support needs to change
  - Sustainability of capability and capacity of committee and administration
  - Time - Committee roles and administrative functions

### More info of how people can get involved
- Collaboration across all service providers
- Create more accessible ongoing programmes, not just one-off events
- Club looking at ways to do things differently
- Pay for play options
- Customer focus
- Move more resources into casual activities
- WORD (bike group) has moved away from club structure – kids pay and instructors/coaches are paid
- Clear organisational plan – why do we exist?
- Hold national bodies more accountable
- Getting younger people involved
- Target / shoulder tap good people
- Get the right people in the right roles and succession planning
- Use outside providers, provided they are up to standard
- Student internships to club / committee role e.g. plan an event / tournament
- Specific roles – targeted to strengths
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Workshop notes

- NSO’s need to show what value they add

#### Strategic planning
- Pathways to carry on (especially smaller clubs)
- Clear vision of what we want and knowing how to progress it

- Having a strategy
- Having a vision

#### Facilities/ assets
- Utilisation of facilities during the day e.g. bowls clubs
- Earthquake strengthening on buildings – unknown future requirements
- Clubrooms ‘Quality’ – wear and tear, not fresh/attractive
- Filling dead times at facilities
- Facilities deteriorating, dated
- Outgrown facility
- Cost of provision of facilities
- Access / availability
- Space – fields, competitions, summer football
- Seasonal niche – fitting into times and spaces, new sports and traditional use / timing

- ‘Sportsville’ solutions
- Multi-use approach
- Space - Being more flexible with spaces and facilities, open to playing at new times, modified sports
- Communication between codes
- Council liaison
- Share resources

#### Sportsfields
- Pitches / weather impacts on delivery
- Specialist field needs – designated match fields for cricket but not rugby and football

#### Equipment
- Access to equipment e.g. Pedal Ready – limited access to bikes
- Access to bikes for lower socio demographic

#### Open space / tracks
- Lack of entry level tracks for mountain biking
- Biking – logistics of getting to tracks, off road, connecting
- Lack of variety of tracks

#### Aquatics
- Lots of children not learning to swim
- Closures – where do we go?
- Need a new pool

- Have a school programme to relieve pressure on pool space
### 2014 Wellington Sport and Recreation Forum
Workshop notes

<table>
<thead>
<tr>
<th>Collaboration / club mergers</th>
<th>Socio-economic impact on sport</th>
<th>Club Culture</th>
<th>Athlete pathways</th>
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<tbody>
<tr>
<td>Not enough pool space for activities</td>
<td>Work more collaboratively with other clubs</td>
<td>Side line behaviour – positive approach required</td>
<td>Pressure on kids to specialise younger and younger</td>
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<td>Offer your facilities to other clubs e.g. Sailability use Evans Bay Yacht Club facilities</td>
<td>How do we change side-line culture and behaviour</td>
<td>Linking young people from schools to clubs</td>
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<td>Should we amalgamate?</td>
<td>Get diverse people involved in the process</td>
<td>Who takes responsibility for directing the change</td>
<td>Clear progressive pathways</td>
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<td>Blurring of summer / winter</td>
<td>Need a good balance of open natural use and values with high people use</td>
<td>NSO to provide directives around side-line behaviour</td>
<td>Creating ambassadors to lead/volunteer/coach in schools</td>
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<td>How can clubs come together to work together</td>
<td>Mergers with other tennis clubs</td>
<td>Programme / promotion around side-line behaviour – NSO, WCC, Sport Welly, Sport NZ need to collaborate</td>
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### Commentary

- **Collaboration / club mergers**
  - Should we amalgamate?
  - Blurring of summer / winter
  - How can clubs come together to work together

- **Socio-economic impact on sport**
  - Comparisons between the have and have not's

- **Club Culture**
  - Side line behaviour – positive approach required
  - How do we change side-line culture and behaviour
  - Who takes responsibility for directing the change

- **Athlete pathways**
  - Pressure on kids to specialise younger and younger
  - Linking young people from schools to clubs
  - Clear progressive pathways