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## Structure of Aoraki Dragons as the Regional Sports Organisation

27 July, 2016

The following expands on the proposal that we sent out earlier in July. That is, the expansion of the structure of Aoraki Dragon Boat Association from a *Board of Management* to add a Governance dimension.

Meanwhile, other discussion have raised concerns about the “junior board” that has been informally operating, where the second tier of people have assisted so well in running operations. The concern is that this proposal would undo that work. That is absolutely not the intention. This document expands the Aoraki structure and aims to encouraging such people to contribute, while also creating another level to provide true “governance”.

That is, it adds a Governance function that provides leadership and strategy, focussing on the 'big picture'. Governance is about providing a vision, 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 are we going to do". Management determines the "How are we going to do it".

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.

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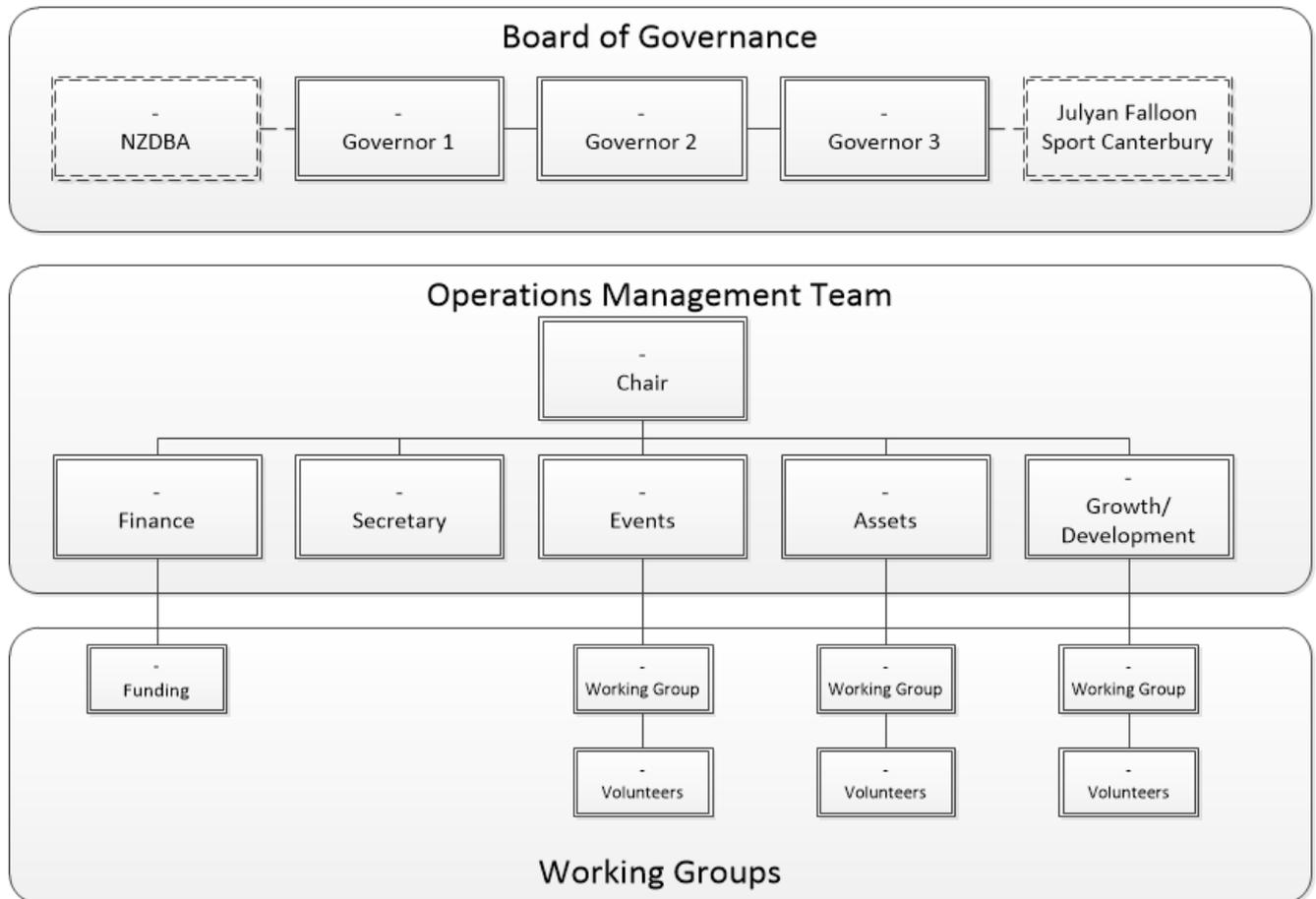
## Process

This remit proposes the following steps:

1. Restructure Aoraki DBA management from the current 'Board of Management' to a three-tiered structure:
  - a. Governance Board
  - b. Operations Management Team
  - c. Working Groups.
2. Change the size of the 'board of management' from 9, to 6 on the *Operations Management Team*.
3. Change the position titles of the 'board of management' to the following on the *Operations Management Team*; Chair, Finance, Secretary, Events, Assets, and Growth/Development.
4. Create sub committees and Working Groups for high value teams, especially Events, Assets and Growth/Development.
5. Review and update the position descriptions to better suit the positions as created above. This will take place in consultation with the wider group at a date after this AGM (11-Aug-16)

Structure

Aoraki DBA



## Aoraki Governance Board (Board)

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

Three board members are nominated and elected by the Clubs at the Aoraki DBA AGM, where each club has one nominated voting representative. Up to two more Board members may be appointed 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, as required to:

- Create the “**Vision**”
- make decisions of a strategic or policy nature
- act on behalf of, and in the interest of Dragon Boating (present and future) in the region
- represent the interests of Aoraki to other community and sports entities
- maintain connections with local, national and international.

The Governance Board takes guidance from the Operations Management team, and input from stakeholders. From this, they set SMART “**Goals**” for the OMT to deliver. That is, they must be:

- **Specific** – target a specific area for improvement.
- **Measurable** – quantifiable, including indicators of progress.
- **Assignable** – specify who will do it.
- **Realistic** – state what results can realistically be achieved, given available resources.
- **Time-related** – specify when the results can be achieved.

## 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 Directors that look after the six key roles as listed above. They are 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. Directors on the OMT are delegated tasks such as communication, website and Facebook updates, general admin, funding applications, logistics, 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.

## Working Groups

The OMT will create 'sub committees' that will assist in delivering the "**Actions**".

For example, the Finance Director might have someone who assists with preparing funding applications.

Or there could be teams that assist with pack in/pack out at regatta, or others that run working bees to maintain sites or equipment.

## 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, with each club having one vote. 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.

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## In Summary

A *Governance Board* is about being “hands off” – setting vision.

Whereas the *OMT* is about being “hands on” – organising the delivery.

And the *Working Groups* utilise the willing helpers to make things happen.

This new structure will allow more focus on the appropriate area. However it 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.

Proposed: Meri Gibson, Chair

Seconded: Noel Anderton, Secretary

