

Memorandum of Understanding and Terms of Reference

For the Development of a Regional Sport and Recreation Facilities Strategy
for the Queenstown Lakes and Central Otago Districts Between: (Insert
organisations logos)

DRAFT

1.0 Introduction

Representatives of the Territorial Local Authorities (TLA's) that make up the Queenstown Lakes and Central Otago Districts together with Sport Otago, Sport Southland, Central Lakes Trust (CLT), Otago Community Trust (OCT), Community Trust of Southland (CTOS) and Sport New Zealand have agreed and support the need to develop a strategic vision and subsequent implementation plans, for the future development of appropriate and sustainable sport and recreation facilities. Through a collaborative approach the Regional Sport and Recreation Facilities Strategy (the Strategy) will identify the current provision of facilities, any gaps in provision and provide direction and priorities for future needs of the region.

Sport Otago, will co-ordinate this project with their region wide focus and already established working relationships with relevant parties including all other participating TLA's in the region, sport and recreation groups, tertiary and education sector, Sport New Zealand and local communities of interest and funding organisations. Sport Otago has already commenced work with the Waitaki District Council on a similar project and has a commitment from the Dunedin City Council to embark on a Sport and Recreation Facilities Strategy for the Dunedin City area. Sport Otago oversight of each project allows for the coordination of an overall Regional Sport and Recreation Facilities Strategy for the whole Otago region.

2.0 Overview and Purpose

The purpose of developing a Strategy is to provide a high level strategic framework for regional sport and recreation facility planning. It is designed to provide direction on what should be done and crucially, what should not be done. The Strategy is designed to focus thinking at a network wide sport and recreation facilities level with emphasis on national, regional, and sub-regional assets, while also capturing local level facility data.

The Strategy provides a stocktake of current assets and analysis of existing national, regional, and local strategies and issues to help determine regional priorities. It is intended that the Strategy will be used by a broad range of stakeholders (including local authorities, community funders, Sport Otago, Sport New Zealand, Regional and National Sports Organisations, Education providers and sports and recreation clubs) to provide more consistent and informed decision making and ensure greater collaboration regarding sport and recreation facility planning and provision in the region.

Sport Otago will act as the key liaison between the appointed independent consultants, (TBC) and all relevant parties involved in the project.

Discussions have also been held with funding agencies which agree that a collaborative approach to the development of a Regional Sport and Recreation Facility Strategy is essential in developing and maintaining strong and healthy communities. A strategic vision and subsequent Strategy is beneficial in providing funders with guidance as to where future priorities for investment are within the region as a whole.

The Council's of the Queenstown Lakes District Council (QLDC) and the Central Otago District Council (CODC) have agreed to and support the development of the Strategy and will provide the required governance, management overview, resources and sign-off the strategy.

A Project Steering Group (PSG) will be established to oversee the development of the Strategy. The PSG will include representatives from each of the TLA's, Sport Otago, Sport Southland, CLT, OCT, CTOS and Sport New Zealand. Other representatives deemed appropriate may join the PSG during the project term.

The Project Scope outlines the anticipated requirements for the development of the Strategy and anticipated requirements and timeline for the completion of this work. As each district in the region has different needs it is

important that the initial review completes a stocktake of the facilities available for the use of sport and recreation for local, sub-regional, regional, and where relevant, national facilities. This project will include acknowledgement of the role of non-council facilities including, private, school and tertiary facilities as part of the regional network of provision. The sub-region has been identified as being the boundaries of the QLDC and CODC TLA areas but acknowledge that some sporting and recreational activities have their regional bodies located outside these areas and the Strategy will be cognisant of this.

The regional approach will ensure a big picture, strategic view of future sport and recreation facility requirements and enable the respective TLA's to identify and plan for those priority projects of significance to their community facility needs in the short, medium, and long term.

The project requires the commitment and involvement from the relevant TLA'S in each of their locations within the region. It is acknowledged that this is a sizeable project that will require a consistent and coordinated approach. It is envisaged to be successful; Sport Otago has the support and cooperation of the representative stakeholders and is enabled to work directly with nominated representatives from each of the district and regional councils.

This Agreement and Terms of Reference identifies the project objectives, roles and responsibilities of the Project Governance Group (PGG) and PSG. The anticipated date of completion for the development of the Regional Sport and Recreation Facilities Strategy is **June 30th, 2018**

3.0 Objectives

The Strategy will deliver a snapshot of current provision of indoor and outdoor sport and recreation facilities across the region, and provide a clear pathway for future development future facilities that are fit for purpose, sustainable and meet the needs of those communities that use them.

The project will consider influencing factors including population and demographic changes, behavioural and future trends, changes and needs of participants.

The Strategy will provide information and recommendations to inform future Asset Management Plans, Long Term, and Annual Plans for each of the TLA's and Funding Agencies as to what the priorities are for the region.

Notably, the Strategy covers a wide range of assets and is pitched as ultimately building an overall and inclusive regional level strategy. The Strategy will not replace the need for more geographically focused planning or the analysis of individual assets and development plans at other sub-regional or local level.

A detailed description of outcomes and project scope will be included in the Request for Proposal (RFP) document.

4.0 Date of Agreement

This Agreement is made on **2017**.

5.0 Partners

Queenstown Lakes District Council ("QLDC"), a territorial authority constituted under the Local Government Act 2002 and an approved organisation controlling community infrastructure planning under the Local Government Act 2002;

Central Otago District Council ("CODC"), a territorial authority constituted under the Local Government Act 2002 and an approved organisation controlling community infrastructure planning under the Local Government Act 2002;

Sport Otago – Regional Sports Trust (RST), an incorporated society constituted in 1983 and registered as a charitable trust in 2008, and is responsible for facilitating and guiding non-profit sport and recreation goals in the Otago region.

Sport Southland – RST, an incorporated society constituted in 1990 and is responsible for facilitating and guiding non-profit Sport and Recreation goals in the Southland region.

Community Trust of Southland (CTOS)

The Community Trust of Southland operates under the Community Trusts Act 1999 and the terms of our Trust Deed. The funding area includes the Southland province and the Queenstown, Glenorchy, Arrowtown, Tapanui and Heriot areas.

Central Lakes Trust – Central Lakes Trust was established to grant funds for community charitable purposes. The Trust fund was created when the Otago Central Electric Power Board bestowed Central Lakes Trust with assets valued at \$155 million in November 2000. The Trust has had a significant impact on many community groups since its inception, having approved grants totalling over \$75M to 31 October 2015.

Otago Community Trust - The Otago Community Trust is a philanthropic organisation which applies its Trust funds for charitable and other purposes which are of benefit to the community. The Trust provides donations across the diverse sectors of art and culture, heritage, events, environment, education, sport and recreation and community activity and community wellbeing. Since its beginning, the Trust has distributed more than \$145 million to communities across Otago.

Sport New Zealand, constituted on 1 January 2003 under the Sport and Recreation New Zealand Act (2002) and as an approved organisation representing the government interests. Sport NZ provides leadership in research and the development and implementation of policies that recognise the importance of sport and physical recreation to New Zealand. It has partnerships with key organisations in the sport and recreation sector (primarily national-level sport and recreation organisations and regional sports trusts) to help achieve its outcomes.

6.0 Roles and Responsibilities

6.1. The Project Governance Group (PGG)

The role of the PGG is to:

- Provide high level vision and direction
- Provide organisational-level leadership
- Recommends to the QLDC and CODC Full Council the adoption of a final Strategy
- Provides mandate for project work and organisational support and resources
- Ensures strategic alignment with relevant organisation's strategic objectives and wider needs of the Otago Region

This PGG consists of:

1 x elected member of QLDC and CODC

1x QLDC and CODC Senior Management Team or delegate

1 x Sport Otago Trustee or CEO

1 Funding Agency CEOs or delegate

1x Sport NZ representative

6.2 Project Steering Group (PSG)

The role of the PSG is to:

- Oversees the project work plan, programme, budget and tasks
- Appoints external independent consultant team
- Attends scheduled meetings to track progress against milestones and project timelines
- Reports to the PGG

The PSG shall consist of:

	Project Steering Group	Name	Email
<i>Project Leader</i>	Sport Otago	John Brimble	ceo@sportotago.co.nz
<i>Representatives</i>	QLDC	Simon Battrick	Simon.battrick@qldc.govt.nz
	CODC	Mathew Begg	mathew.begg@codc.govt.nz
	Sport Southland	Brendon McDermott	brendon.mcdermott@sportsouthland.co.nz
	Funders representative	TBC	TBC
	Sport New Zealand	Brent Thawley	brent.thawley@sportnz.org.nz
	In attendance		
	Project Coordinator	Owen Booth	sportd@sportotago.co.nz
	Consultant Organisation(TBC)	TBC	TBC
	Consultant Organisation (TBC)	TBC	TBC

A detailed account of roles and responsibilities is included in Appendix A.

7.0 Interfaces

- All direction from the PSG to the Project Consultant Team shall go through the PSG Leader or Coordinator.

8.0 Reporting

- Meetings / Teleconferences of the PSG, PGG and Project Consultant Team will be scheduled as required throughout the project.
- The PSG will provide relevant updates when milestones are achieved e.g. Project Commencement, Draft Strategy Completion, Consultation, and Final Strategy
- The Consultant is required to provide a project updates report to the PSG each month during the duration of the project. The report shall include progress to date, key milestones achieved, challenges and/or issues.
- The PSG is required to provide project updates for the PGG or if required by any of the project partners.

9.0 Success Criteria of the MOU

- All team members of the PSG are engaged in and contribute to the project.
- All team members of the PSG advocate and promote the importance of the project to their organisations, elected members and communities.

10.0 Constraints and Assumptions

- Demographic figures used for this project will be the latest Census Data or relevant information and research available at the time of project.
- The project members will have provided sufficient time alongside their existing duties or have assigned resources to complete the project tasks within the agreed timeframes.
- Information required for the project to be successful is readily available from all participating TLAs, schools, and sports and other relevant organisations.
- Accuracy of the MODEL for calculating capacity and demand.

11.0 Costs

The agreed budget for this project is not expected to exceed **\$170,000 + GST**.

Project Partner	Population	% Contribution	Contribution value
Sport New Zealand	n/a	18%	\$25,000 - \$30,600
Central Lakes Trust	n/a	28%	\$40,000 - \$47,600
Otago Community Trust	n/a	10%	\$15,000 - \$17,000
Community Trust of Southland	n/a	10%	\$15,000 - \$17,000
Queenstown Lakes District Council	28,224 (61.2%)	20%	\$30,000 - \$34,000
Central Otago District Council	17,895 (38.8%)	14%	\$20,000 - \$23,800
	46,119	100%	\$145,000 - \$170,000

It is anticipated that all members of PSG and PGG contribute their time in kind for all meeting attendance (time and disbursements) and carrying out all tasks related to this project.

12.0 Signed as an Agreement by the Partners

Agreement has been signed on the date recorded in Section 5.0: Date of Agreement (*effective date*) by the Chief Executive Officer of the participating organisations or their nominee:

Signed for Queenstown Lakes District Council by:	Signed for Central Otago District Council by:	Signed for Community Trust of Southland by:	Signed for Central Lakes Trust by:	Signed for Sport Otago by:
_____	_____	_____	_____	_____
Name & Position	Name & Position	Name & Position	Name & Position	Name & Position
Signed for Otago Community Trust by:	Signed for Sport Southland by:	Signed for Sport New Zealand by:	_____	
_____	_____	_____	_____	
Name & Position	Name & Position	Jamie Delich Spaces & Places Consultant		
_____	_____	_____	_____	

Appendix A – Roles and Responsibilities

The following responsibilities will be undertaken, with assistance from the Project Consultant Team by the PSG:

- Undertake appropriate consultation to discover and critically analyse information about national and regional participation and projected sporting and active recreation trends.
- Develop principles and criteria for the Strategy that allows prioritisation to occur.
- Produce a Strategy which links to Council Strategies, Plans, LTP processes, RSO, NSO, and Funding Agency priorities.
- Identify trends in participation, facility design, facility development, national demographics, accessibility, and inclusion.
- Attend meetings as required and the organisation who hosts the working meeting will be expected to provide a suitable meeting space, IT access and projector, and refreshments for the PSG.
- Identify any gaps in the information and design a method for collection and assign resource –this could be the TLA, RST, or the consultant.
- Oversee and guide projects to successful completion.
- Facilitate communications and provide updates within the organisation they represent.
- Lead work programmes or sub-groups as required.
- Ensure the Regional Strategy is aligned to relevant national strategies and considers other sports and recreation facilities strategies and planning conducted in neighbouring TLA's (Clutha, Waitaiki, and Dunedin City) within the region and neighbouring TLA facilities plans and Regional Facilities Strategies.
- Identify opportunities for Council and Community Partnerships that result in achievable, measurable, and sustainable outcomes that address sports facility needs in the Queenstown Lakes and Central Otago districts.
- Identify the competitive advantages of the regions and which facility developments are most closely aligned.
- Identify appropriate options for local/ regional funding models that consider location, usage, and place within the network of facilities in the regions.
- Support the sign off project deliverables and recommend via the PSG the final Strategy for adoption by the partner organisations.
- Participate in a Post Implementation Review.

The role of Project Steering Group Leader and Co-ordinator is to:

- Oversee the project plan.
- Chair the Project Working Group meetings.
- Reports and provides updates to the PGG.
- Encourage participation by all PSG team members.
- Manage the production of the required deliverables.
- Guides the day to day activity of the project – plans, schedules, resources, and reports – initiating corrective action where necessary.
- Manages project risks, including the development of contingency plans.
- Oversees coordination – i.e. administrative, meetings and budgeting/payment requirements.

- Collate existing information available through the TLA's; RSO's, Clubs and Schools including asset registers; facility information (Council and schools where there is community sport use).
- Prepares a 'lessons learned' report by **August 2018**

The role of the Consultant is to:

As outlined fully in the 'contract for service' with **(NAME CONSULTANT)** and principally:

- Consideration to and development of a Regional Sport and Recreation Facilities Strategy for the Queenstown Lakes and Central Otago districts which clearly identifies and articulates the current and future facility requirements and priorities for the regions.
- Regular updates of progress and reporting back to the PSG at all scheduled meetings.
- Being readily accessible for and respond to any enquiries directed through the Project Leader or Coordinator.
- Attend all Project Group meetings and assist with the collation of information, identification of gaps and the establishment of the various data collection tools.
- Assist with the collection of data in areas where resource is limited.
- Utilise the information gathered to analyse facility capacity and demand information.
- Provide recommendations for future facility considerations.

The role of individual members of the PSG includes:

- Representing the interests, views, and opinions of their organisation and reporting back on discussions/decisions from the group.
- Advising the group of the status/progress of their data collection.
- Considering ideas and issues raised and contributing to group decision making.
- Understanding the implications and outcomes being pursued through the Regional Strategy .
- Providing time, expertise, and resources to maintain progress with work streams.
- Being an advocate for improved collaborative sport facility planning for the Region.
- Resolve disputes arising from differences of opinion and/or approach.
- Attending all meetings and carrying out follow up action items (including the delegation of tasks to other members).
- Focus on the purpose of the team.
- Work to develop an atmosphere of trust and respect.
- Communicate clearly and participate fully.