

The Sports Hub

Sport Imperial | Imperial College Union

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Seconded by: Everyone please

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1. Council Paper

1.1

Proposers & Seconders

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CSPB Members?	All 13?	See link
Officer Trustees	All 5	See link

1.2

Background

Clubs are not as well supported as they could be with the current setup of club sport

Having two bodies (ICU and Sport Imperial (hereafter SI)) that deal with club sport is incredibly confusing to the individual, resulting in many wasting both their and ICU / SI time in relaying between the two

Having multiple (9) funding pots that clubs can apply to is confusing, and amounts available appear less impactful

A number of circular money processes (giving clubs grant for ethos facility hire and then charging for ethos facility hire) create extra effort for minimal reason

The demand on volunteers at CSPB is incredibly high, especially around budgeting with around 260 grant eligible budgets to analyse, of which sports clubs make up around 94 of these


1.3

Council Action

Consideration of the proposed plan within this pack

Understanding this plan will be and is being heavily consulted on, and is subject to change over a number of years

Creation of the Sports Hub in its rawest form and to allow for CSPB, and soon the Sport Committee to develop it with Sport Imperial and ICU.



2. Background into Sport

2.1

Background

As any of our 5000 sports club members know, sport at Imperial is confusing, inconsistent, but incredible fun and a true place that lasting communities are created. The latter is something we want to cherish and carry forward, and it is our club committees who are responsible for creating those environments. For them to do this however, they need to be free in their time, not worrying about seemingly unnecessary bureaucracy, which funding pot to apply to in order to minimise cost to their members, how to cheat a budget to get as much funding as possible and whether they can sort out transport for their matches. That is where the idea for the creation of a centralised sport offering came from several years ago when the consultation for the Be Active Strategy began.

Sport at Imperial IS confusing, we know this. Students regularly get confused between SI / ICU, and there's almost no clear direction. In total there are around 9 pots of funding, many of which are not being utilised properly, and could be spent towards more productive things. Regularly students head to the wrong place (ethos rather than ICU vice versa), wasting their time when they need to be sent away, only to then discover the person they want to see isn't available.

We see regular duplication of work on events, and services for sports clubs, and inconsistencies in the way grant is spent within sports clubs, creating dramatically different experiences between clubs for our members. This all results in considerable workload on just a few key volunteers, with large projects being reliant on them sidetracking their degrees, which should be spread out across many.

Most importantly, there is minimal student oversight within sport itself, something that we dramatically want to change to get the student voice heard in decisions that are being made, and more importantly get sports clubs excited about the direction that is being taken over subsequent years.

With this all in mind, within sports clubs there are a number of common elements to all, namely:

- Travel costs for training, home and away fixtures

- Venue hire
- Umpires / officials
- Accommodation
- Kit purchase
- Instructors
- Affiliation / Competition fees
- Equipment

Also within sport at Imperial we have a large number of working parts going on behind the scenes, where club committees may be aware of some, but very few are actually aware of all. Examples of these are below:


- BUCS and LUSL Organisation
- Scholarships, performance sports, funding
- Club development and training
- Sporting rules and regs
- Health & Safety
- Discipline
- Governance
- Events
- National representation at meetings and conferences

All of these things are separated across Sport Imperial, ICU and club committees as to who runs them, and regularly it is not clear exactly which party is doing what.

2.1.1 CSPB, Sports MG, ICSM Sports

Whilst a smaller area of concern, it is incredibly important that the workload on students is taken into account. Currently the Sports Management Group and equivalent role within ICSM are incredibly demanding roles, regularly requiring well in excess of 20 hours per week to do what ultimately isn't even touching on the full capabilities of the role. This proposal has looked into the hours currently spent by students on projects within sport, and is set out to ensure their workload is reduced by setting out the work in clear, timelined, easy to follow frameworks with considerable staff support. They will also be designed so that if a student volunteer drops out, the work can be picked up by a full time officer.

This proposal aims to completely address that, putting students at the forefront of key decisions, whilst making students lives easier, cheaper, and creating a better experience for all within Sports Clubs at Imperial College.



3. Proposed Solution

3.1

The Sports Hub

As discussed in section 2.1, the offering we have is quite confusing to clubs, with a very complicated web of what goes on and where students need to go to facilitate their sport. This proposal introduces two brand new elements, the Sports Hub and the Sports Committee which will go hand in hand to make our offering within sport simpler, more efficient and cheaper to students.

3.1.1 Sports Committee

The Sports Committee, to entirely be made up of students, is the executive working group of the Sports Hub, holding responsibility for our sport offering at Imperial, and being responsible for making the big strategic changes in our sporting offering. These may be to do with budgeting year to year, defining how our transport systems work for sports clubs, or setting long term strategic aims for where we see the future of sport. Figure 3.1 shows the potential governance structure of the Sports Committee, sitting alongside CSPB as a sub-committee of Union Council.

There are three key features to this framework, the Exec committee, the general committee, and the staff support framework.

The Exec would be the main workers behind coming up with plans and proposals for the decisions, being made up of mostly full time sabbatical roles and also the Sport Chair (shown as ACC Chair). This group would be the main workers to take workload away from other volunteers, and then to take all work to Sport Committee meetings for both consultation and ratification of the entire committee.

The general committee is to be made up of a student Exec and a group of Management Group Chairs (much like CSPB). This replaces the Sports Management Group (also known as ACC) completely, turning each of its previous Vice Chair groups into full Management Groups, both to reduce workload, and increase engaging responsibility (rather than just having dull admin). This would mean CU MGs are acting as full MG Chairs in the eyes of the Sports Committee, but still as a CU MG in the eyes of CSPB.

There would then be another group, chaired by an elected representative from one of the circled group. This is as none of the circled groups have more than a handful of clubs, so having them all sit on the Sports Committee would be rather nonsensical.

The third group is the staff support framework, a dedicated team who run the operational side of the sports hub, and assist and advise the Sports Committee in their decision making processes. Where relevant, this would also be a decision making body (ie, sport scholarships for students should not sit under the sports committee, but under the staff framework with Sports Committee input, whereas club funding should sit under the Sports Committee with staff support).

A full in progress roles and responsibilities document has been created as seen in section 6.1, and the frameworks that would need to be created are also discussed.

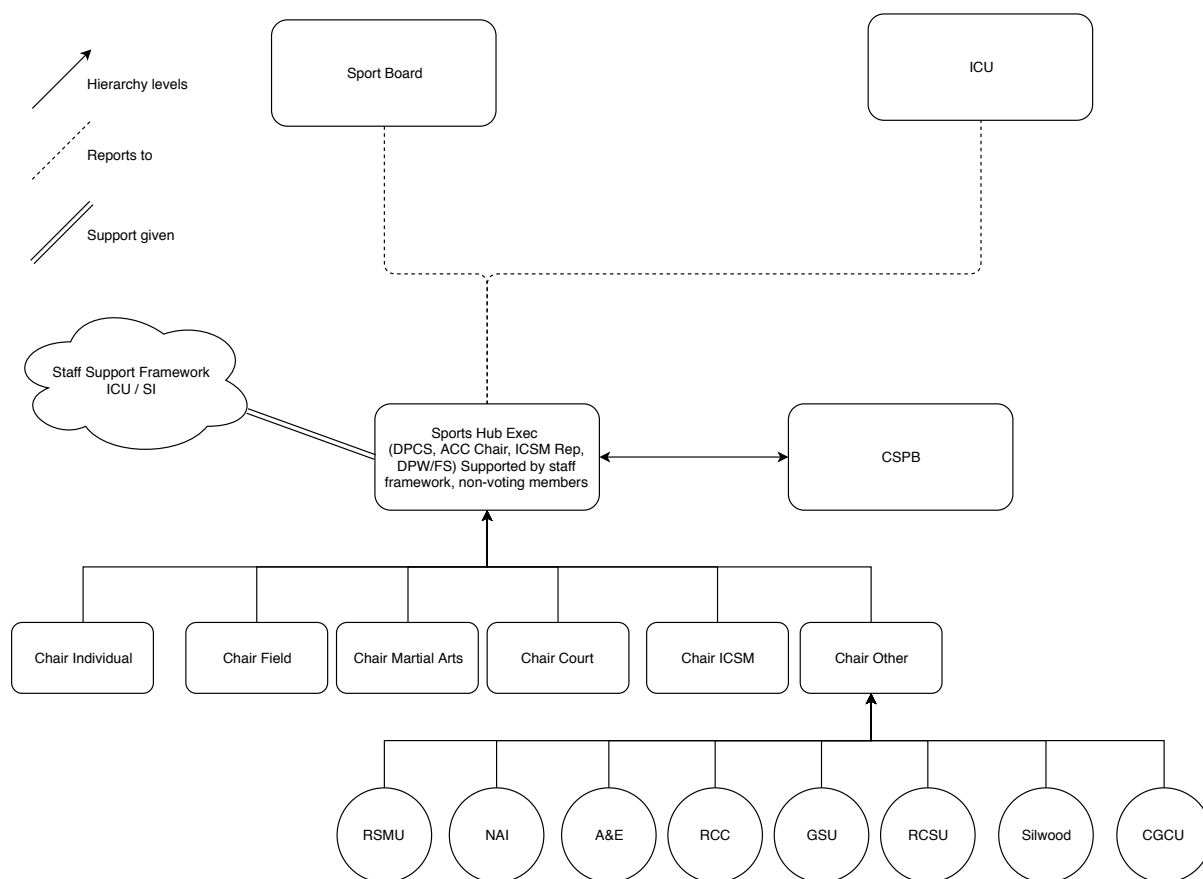


Figure 3.1. Governance Structure

The Sports Committee would sit parallel to CSPB, and thus initially adopt a large number of its policies. Those who sit on the Sports Hub would not be expected to also sit on CSPB, with the potential exception of those on the Exec. To combat this, termly meetings would be created for collaboration between the two, with meetings to discuss any changes in policy for best practice between both and stopping duplication of work, and also to discuss any issues either has had.

3.1.2 Sports Hub

With oversight and planning by the Sports Committee, and operational running from the staff support framework, the Sports Hub would be the outward facing element of Sport at Imperial that students actively saw the branding of and connected with. Any club related queries / problems would go here to be dealt with and sent to the relevant person - ideally based on a matrix of work and importance (ie, when are issues escalated up to the Sports Committee for discussion, or dealt with by the individual). The Sports Hub would eventually be connected with as its own brand under a name coming from the brand review (ie, "Team Imperial" etc).

On a club level, all sports that have teams within the sports hub would be expected to pay a fee per member to cover their affiliation fees, competition entry and equipment hire. At a team level, members of each team would also have to pay for one of the options discussed in section 5.1, which would include all essential items to their team, based on the team level matrix in section 4.1. For anything extra, a large pot of money would be available that clubs could apply to in a form of annual budgeting process, ie extra coaching, extra sessions, new teams, or developmental activities.

The hub would also take care of setting budgets for other aspects, ie scholarships, the boat house, performance teams and events (Varsity / Sports awards).

A background image showing ice hockey players on an ice rink. One player in a white jersey with 'YETI' and the number '32' is in the center. To the left, a player in a blue jersey with the number '25' is partially visible. To the right, a player in a blue and black jersey is in a ready stance. The rink boards in the background have advertisements, including one that says 'AFFORDABLE TRAINING LESSONS?' and another that says 'GET'.

4. Pricing Structure

4.1

Proposed Method

For the purpose of this section, it's assumed that the club will pay for an affiliation fee, and the individuals will pay for their membership. The amounts that would be payable would be the same in either options, making it irrelevant which has been used. The pricing structure will be consulted on with all clubs, and may need considerable review both after this, and after the launch of the hub.

Each club is separated by activity, some, being solely recreational or not wanting to fit under the framework of the hub would solely receive Union Grant as normal, but only be a member of the sports hub by name. For all other clubs, they would be members of the hub and their teams (individuals framework has not yet been created) would receive the items shown in figure 4.1 as well as the ability to apply to a large development pot for extra items. As can be seen there are three levels within this, performance, competitive and recreational competitive. Performance would follow the performance application process, and competitive / recreational competitive would be determined dependent on league within BUCS / LUSL. This is all detailed further in the sections following.

4.1.1 General membership withing a club

Most clubs outside of their core teams will have a number of members who only turn up to the occasional training session or play matches adhoc. The £30 membership would cover this, bar the transport costs and matches. Transport, if space, they would either have to pay for per time, or make their own way, and a match fee would have to be in place that they have to purchase in order to keep it affordable as members.

Another general issue that would occur is when somebody changes team within a club and goes up a price bracket. This is detailed within section 5.1, but for one game would not have an added cost, however for multiple would mean the player would have to pay the difference in order to get the higher membership.

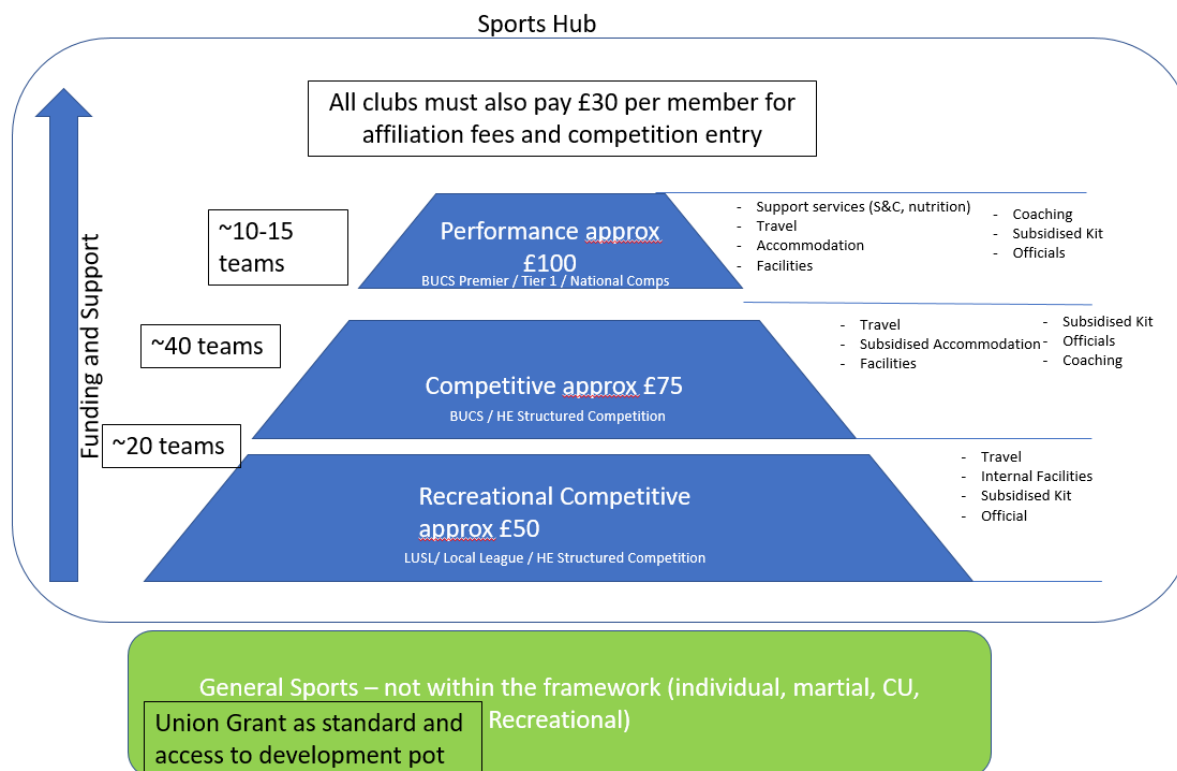


Figure 4.1. Basic funding graphic

4.2

Tiered System

All clubs would be charged £30 per member that they have as a "sports hub affiliation". This would cover their affiliation fees, equipment purchase and competition fees. All teams selected fit within one of the main categories, not the general sport.

4.2.1 Elite

This is only for scholarship athletes and would include everything as part of their scholarship programme, from s&c to costs etc etc etc.

4.2.2 Recreational Competitive

Each player of the team must pay for the rec competitive membership - the team requires a minimum number of people before it is allowed to be played. The price is set at £50 for the year. This will include all transport, internal facility hire, kit subsidy and relevant officials. Rec competitive is meant for teams who solely participate in LUSL leagues or similar.

4.2.3 Competitive

Competitive leagues are meant as BUCS leagues or nearest recognised equivalent. The membership price would be set at £75 and would include all from above, with the addition of an accommodation allowance and external facility hire. The higher cost is due to the elevated cost of BUCS competitions, and regularity of matches.

4.2.4 Performance

Competitive leagues at Premier / tier 1 level, these teams would be defined under the new performance team framework and the price set at £100. It would include all from above, with larger allowances for accommodation and instructors, as well as including support services for strength and conditioning, nutrition advice, further help with training plans etc.

4.3

Price Evidence

Detailed modelling was done for the first phase of this plan (section 7.1), where all court and field sports join the Sports Hub. The first steps involved looking at the breakdown by team, and allocating them either as one of the three tiers under the Sports Hub and setting out match numbers, training numbers and number of people involved. Prices for the package inclusions were then set and multiplied across to determine an estimate for what the cost of the Sports Hub would be. This was then checked for accuracy by looking at 2017/18 membership incomes, clubs predicted costs from their budgets and grant received. All clubs bank statements were then looked at to see the actual amount of money spent in 1718 on core expenditure. This can easily be seen in figure 4.2, where green highlight shows that the amount spent was less than the sport hub estimate, and red shows more than estimate. Ultimately the total for actual vs estimate is much lower, showing that the model would leave a surplus assuming the same happened. Where this difference comes from is missed training sessions, cancelled instructors, cheaper facilities due to weather / club running out of money / exams etc. Figure 4.2 also shows the cost to the members in order to then show the predicted "subsidy", ie the new "grant" (sports hub estimate cost minus club contribution + individuals membership), which clubs would not necessarily see in money terms, but is shown for transparency. This however is not a true representative figure. In reality clubs would be applying for what they need at the start of the year,

and the new "grant" would be differently spread out, and, with the extra pot of money clubs are able to apply for would work out that clubs are always likely to have a larger subsidy than in previous years, allowing for clubs who used to have a coach who may not anymore etc.

Club name	Old membership income	Overall Predicted Cost (1718)	Grant 1718	Actual spent on core sport hub items 1718	Sports Hub Estimate Cost for core items	Club contribution + individuals membership	Predicted "Subsidy" (will change club to club level)
ICSMSU Badminton	£3,840	£33,160	£3,407	£9,377	£10,394	£4,530	£5,864
ICSMSU Cricket	£50	£6,293	£955	£2,500	£5,114	£1,185	£3,929
ICSMSU Football	£3,645	£15,683	£3,219	£14,200	£12,450	£6,930	£5,520
ICSMSU Hockey Men's	£4,340	£23,662	£4,092	£10,500	£23,443	£6,260	£17,183
ICSMSU Lacrosse	£3,480	£46,262	£7,595	£19,000	£25,255	£8,740	£16,515
ICSMSU Netball	£5,100	£24,254	£3,101	£15,000	£22,972	£7,050	£15,922
ICSMSU Rugby	£3,570	£35,359	£5,067	£16,000	£7,368	£4,560	£2,808
ICSMSU Squash	£450	£5,812	£328	£1,065	£4,048	£1,350	£2,698
ICSMSU Hockey Women's	£2,535	£24,500	£3,484	£8,500	£13,227	£4,770	£8,457
RSM Netball	£275	£2,510	£284	£1,400	£3,519	£930	£2,589
SPC Netball	£3,780	£16,073	£3,184	£14,500	£15,364	£5,790	£9,574
SPC Volleyball	£930	£27,194	£6,169	£18,000	£18,249	£5,415	£12,834
SPC Basketball	£4,770	£30,969	£8,021	£20,500	£24,870	£7,280	£17,590
SPC Dodgeball	£875	£6,720	£1,159	£4,000	£6,498	£2,050	£4,448
SPC Handball	£1,645	£17,940	£2,814	£5,800	£4,419	£2,160	£2,259
SPI Squash	£2,898	£14,153	£3,112	£11,500	£27,854	£5,220	£22,634
SPC Swim/Waterpolo	£10,030	£62,200	£10,505	£21,500	£20,494	£6,540	£13,954
SPF Hockey	£7,475	£60,977	£11,662	£34,000	£28,285	£11,450	£16,835
SPF Rugby	£2,320	£48,052	£9,892	£18,200	£13,269	£5,820	£7,449
SPF Rugby Women's	£1,430	£9,274	£1,978	£2,500	£7,093	£2,310	£4,783
SPF American Football	£2,560	£17,083	£2,735	£10,250	£14,710	£3,960	£10,750
SPF Baseball	£400	£5,266	£1,023	£1,500	£3,228	£980	£2,248
SPF Cricket	£980	£15,740	£2,219	£5,000	£11,795	£3,090	£8,705
SPF Football	£8,040	£77,894	£10,535	£23,985	£18,970	£12,645	£6,325
SPF Ultimate	£2,272	£18,510	£2,739	£6,500	£24,450	£8,880	£15,570
Total	£77,690	£645,539	£109,279	£295,277	£367,336	£129,895	£237,441

Figure 4.2. Sport Hub Numbers

Figure 4.3 shows a breakdown of totals of cost and income, with max and min cost of sports coming from sports hub estimate cost and actual spent in 1718 respectively. This total at year end would be used as the pot for which all clubs could apply to in order to help develop their sport (including individual / martial arts / other CU sports / recreational). Another costing exercise was conducted which showed this money would also be able to help subsidise other sports and still allow for a pot leftover for when they are added in later phases.

Events / Other	Scholarships	~Max Cost of sports hub on club & individuals	Total Cost	Sport Imperial Contribution	Union Grant contribution	Sport hub team membership income	Total Income	TOTAL AT YEAR END REMAINING
£15,000.00	£40,000.00	£367,336.38	£422,336.38	£250,000.00	£109,279.36	£129,895.00	£489,174.36	£66,837.98
Events / Other	Scholarships	~Min Cost of sports hub on club & individuals	Total Cost	Sport Imperial Contribution	Union Grant contribution	Sport hub team membership income	Total Income	TOTAL AT YEAR END REMAINING
£15,000.00	£40,000.00	£295,277	£350,277.00	£250,000.00	£109,279.36	£129,895.00	£489,174.36	£138,897.36

Figure 4.3. Sport Hub Totals

5. Impact

5.1

Impact on Club

This new system will have a large impact on clubs, especially around the way they do bookings for facility, transport and matches.

Currently clubs book facility termly, and everything else on a week to week / month to month basis, having to process all contracts, payments, and issues around timelines when bookings aren't possible.

The new proposal shows the admin work and sorting of this process going to staff frameworks, with the proposed flowchart of work as in figure 5.1.

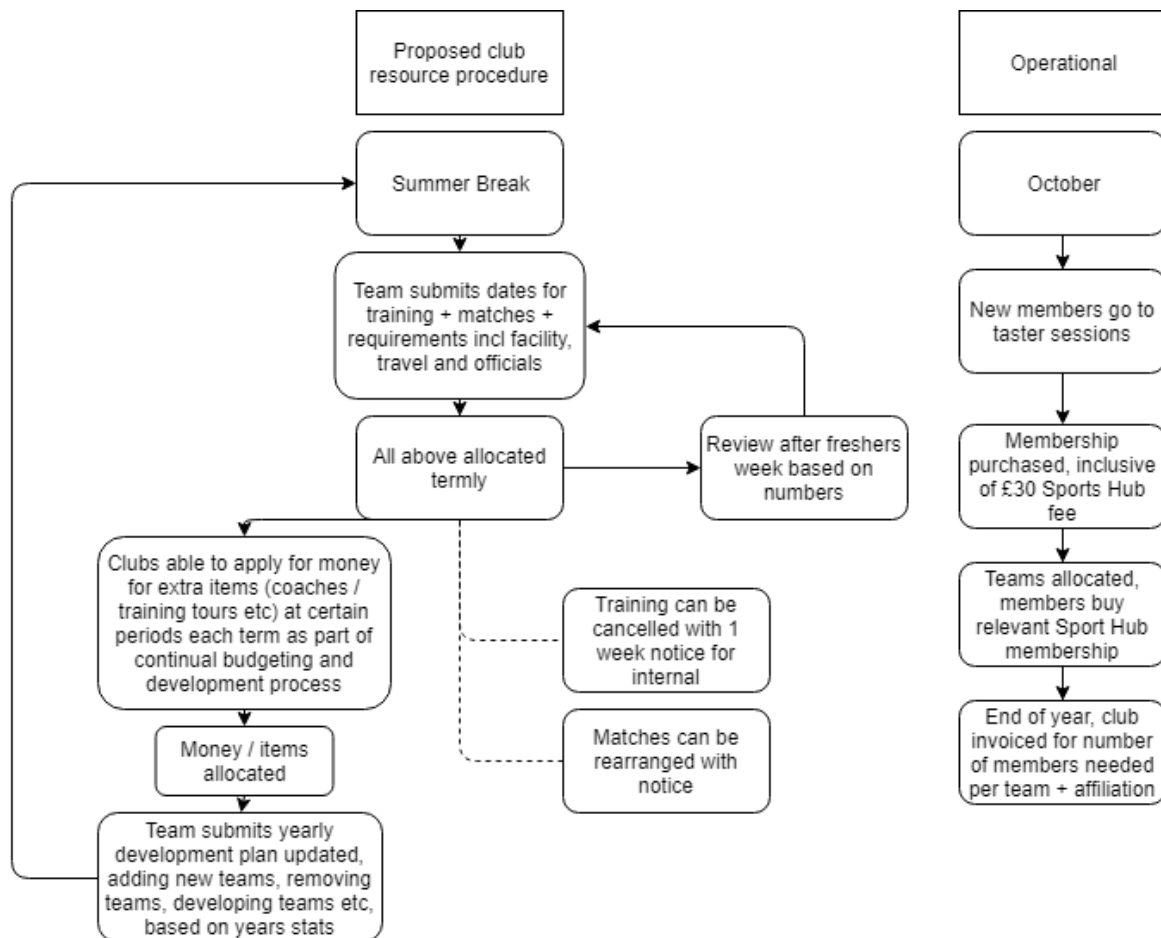


Figure 5.1. Impact at Club Level



6. Roles & Responsibilities

6.1

Resources Available

Within sport currently, alongside the volunteer roles, there are a number of staff resources, namely:

- Sport Development Manager (SDM)
- Sports partnership administrator (SPA)
- Student activities manager (SAM)
- Student activities coordinator (SAC)
- Deputy President Clubs & Societies (DPCS)

These make up the staff support framework detailed later, and in the case of DPCS and all volunteer roles / other full time sabbatical roles, the Sports Committee. The way time is currently split up between Sport Imperial and ICU is not as effective as it could be, with difficulty applying long term project leads to projects. The roles and responsibilities and frameworks around this aim to address this to allow for greater collaboration between the two parties and greater effectiveness with project delivery.

6.2

Roles & Responsibilities

After discussion within Sport Imperial and the Union, the long term owners and leads within the Sports Hub are proposed as follows. This would not be changed by the Sports Committee as staff roles do not fit under students remit, but could be adjusted based on project review.

National Sport Engagement - BUCS			
	Proposed 18/19	Proposed Long Term Owner	Proposed Long term lead
Fixtures and Competitions	SPA	HUB	SPA
Affiliations	SPA	HUB	SPA
Entry Fees	SPA	HUB	SPA
BUCS Office Engagement	SPA	HUB	SPA
National Reps	SPA	HUB	SPA
International HE	SPA	HUB	SPA
London Sport Engagement – LUSL			
	Proposed 18/19	Proposed Long Term owner	Proposed long term lead
Fixture/Competition Management	Sports Partnership Administrator	HUB	SPA
Affiliations	Sports Partnership Administrator	Hub	SPA
Entry Fees	Sports Partnership Administrator	Hub	SPA
Fixture day to day admin	Clubs	Hub	Club
Regional Reps	Sports Partnership Administrator Sports Development Manager DPCS	Hub	SPA SDM Sport hub rep
Funding			
	Proposed 18/19	Proposed Long Term	lead
Union Grant (hub %)	Union	Hub	Exec
BUCS Funding	SDM	Hub	Exec
Sport Development Funding	SDM	Hub	Exec
SGL	Clubs	Clubs	Clubs
External Sport/NGB Funding	SDM	Hub	Exec
Sponsorship	Clubs + DPFS	HUB + club ??	Exec (+club) ? board?
Performance Team Funding	SDM	Hub	Exec
Development			
	Proposed 18/19	Proposed Long Term	lead
Sport Development Plans	SDM + DPCS	Hub	Exec
Sport Specific Support	SDM	Hub	SDM
Club Specific Support	Student Activities Team	Hub	SAM
Sports Trials	SPA	Hub	Exec
Committee Training	Student activities teams	Hub	ICU/SI
Sporting Standards			
	Proposed 18/19	Proposed Long Term	Lead
Sport Specific Affiliations	Sports Partnership Administrator	Hub	SPA
Rules and Regulations	Sports Partnership Administrator	Hub	SPA
NGB Standards	Sports Development Manager	Hub	SDM

Kit (process)	Hub	Hub	Exec
Health and Safety			
	Proposed 18/19	Proposed Long Term	Lead
First Aid Certification	Student Activities Team	Hub	SAM
Sports Activities Risk Assessments	Student Activities Team	Hub	SDM + SAM
Event Risk Assessment	Event Dependent	Hub	Event lead
Club compliance	Student Activities Team	Hub	SAM
Discipline			
	Proposed 18/19	Proposed Long Term	Lead
Club	President	Hub	ICU
Individual	President	Hub	ICU
BUCS/LUSL appeals	Sports Partnership Administrator	Hub	SPA / framework?
Coaching			
	Proposed 18/19	Proposed Long Term	Lead
Coach minimum standards	Clubs / ICU	Hub	SDM
Coach Recruitment	Clubs	Hub	Clubs
Coach Insurance	? ICU / SI look into	Hub	
Coach Management	Clubs	hub	Club + <u>mix</u>
Membership/Governance			
	Proposed 18/19	Proposed Long Term	Lead
Club Membership	Student Activities Team	Hub	Exec
Club Constitutions	Student Activities Team	Hub	Exec
Club Behaviour	Student Activities Team	Hub	Exec
Facilities			
	Proposed 18/19	Proposed Long Term	Lead
Sports Internal bookings	SI	Hub	SI
Sports External bookings	SI	Hub	SI
Union bookings	ICU	Hub	ICU
Transport			
	Proposed 18/19	Proposed Long Term	Lead
Minibuses	ICU	Hub	Exec
Public Transport	ICU	Hub	Exec
External Coaches	ICU	Hub	Exec
Events			
	Proposed 18/19	Proposed Long Term	Lead
Event Framework	SI / ICU	Hub	Exec
Event Delivery	SI / ICU	Hub	ICU / SI
Performance			
	Proposed 18/19	Proposed Long Term	Lead
Scholarships	SDM	Hub	SDM
Performance Team Selection + Framework	SDM + DPCS	hub	Exec
Performance team management (+coaching)	SDM	Hub	SDM

6.3

Frameworks

As discussed throughout this project proposal, detailed frameworks will need to be created throughout the process. Identified and in creation so far are the following:

1. The writeup for the process behind BUCS and LUSL administration and its ratification at the Sports Committee.
2. Funding support, administratively and advice wise, specifically in terms of external sport, sponsorship and performance teams. Beyond that, funding will be a student framework similar to CSPB within the Sports Committee, but need to be defined with the differences.
3. Development - How clubs plans are created, who they are checked by and who evaluated the plans. Discussion to be had in consultation with clubs as to how best to do this.
4. Sporting Standards - clear staff lead to feed into clubs as to the standards, rules & regulations as this is year to year continuity work.
5. Health and safety - clear staff lead within ICU to help and assist clubs with RAs, first aid and compliance. Policies already in place to be carried over, but a procedure for clubs understanding, and a tracker for ICU evaluation needs creating.
6. Discipline - framework laid out for now as in the Union Bye-Laws.
7. Coaching - will be a joint framework between clubs and the staff, with framework setout by the Sports Committee and management of the process and coaches led by the staff support.
8. Club memberships - framework to be led by the Sports Committee, and helped and supported by the activities team, in terms of policy, assistance in constitutions, and procedures around it.
9. Facilities - SI / ICU, with new procedure to make it an easier annual process that appears in clubs calendars.
10. Transport - framework to be finished and written up by DPCS based on what most recent transport plan has been.
11. Events - joint, with framework being created by Sports Committee and delivery being brought about by staff to reduce workload on the volunteers.
12. Performance - Framework to involve the Sports Committee designing the process, and the staff support managing and evaluating clubs within it.



7. Plan for Release

7.1

Overview

Due to the wide scope and complex nature of this, it has been designed to be released in stages to enable time for proper evaluation and readjustment where necessary. This will also allow clubs to see it in operation and bring them along with the plan to ensure maximum buy in from club committees. In a way, this has already started, with project leads being set to collaborate better between tasks for SI / ICU and a student committee working on events and on the release of transport and performance sport frameworks (as shown by the 18/19 roles and responsibilities).

7.2

Phase 1 - 18-19

This very document - start determining basic frameworks, define the governance structure and begin work setting it up.

Finish off research document on funding amounts for court and field and meet clubs to ensure no one is missed out, or losing out on the new model. Anyone deemed to be worse off under the new plan would have to mean the plan is adjusted and reevaluated.

Start work on a branding piece for the hub, and for sport at Imperial in general. If passed, at the end of the year host and handover the first Sports Committee meeting.

Create forward agenda, standing orders and budgeting / development plan timelines.

7.3

Phase 2 - 19-20

Define in full remaining frameworks and start working within the newly created groups and governance structures.

Continue Sports Committee meetings to review processes and procedures and redefine them.

Finalise how funding is done and how clubs and individuals will access it.
Start work on communicating to individuals about the changes that will be taking place in 20/21.
Start meeting with other clubs to get their buy in to the process and learn how they can be brought within the hubs membership and funding systems for 21/22.
Setup data analysis and evaluation procedures to allow for continual adjustment and refinement of the hub and the Sports Committees processes and systems.

7.4**Phase 3 - 20-21**

Launch for other sports and allow for expressions of interest from other clubs membership and funding systems.
Start planning expenditure strategies for any buildups of excess funds.
Start meeting with original clubs (field and court) to put together an evaluation piece on the successes and failures so far.
Start meeting with CUs and more recreational sports to see how they can be incorporated.

7.5**Phase 4 - 21-22**

Full release of the hub based off data from previous phases. Release by October 2021, in line with the end of the Be Active Strategy.
Complete detailed data analysis and evaluation on the hubs overall successes and failures so far.
Create detailed recommendations piece and strategy for the future of the Sports Hub and Sports Committee.
Ratification at Council for how the plan has been followed.



8. Policy & Governing Documents

8.1

Policies in need

A number of policies will need to be adjusted or created if the Sports Hub is created as a sub-committee of council, including:

1. CSP Policy - need to separate sections in order to show complete definition of sports clubs, and the breakdown between difference between team levels, sport hub entry requirements and funding / development plan differences.
2. NAC policy as to the makeup of the committee, ie, two from Sports Committee, two from CSPB, and a fifth from either group and also the specific requirements for joining the sports hub, and the requirements for teams and what level at which they would join.
3. Tours policy as to the makeup of the committee, ie, two from each and a fifth for completeness.
4. Budgeting policy - redefine as the way funding works will completely change, likewise need to look at use of grant. CSPB and Sports Committee will each need their own budgeting policies as sports will need to incorporate development plans.
5. Governing policy - need a policy to define how they're structured, or need to make edits to the bye laws to state about its existence. Need change to councils standing orders about how the chain works, will likely need an extra seat on council.
6. Rework equipment policy to make sense with changes.
7. Create standing orders for the Sports Committee, a year forward agenda and basic handover document for next years committee.
8. Need to create a refund policy, including whether player has to pay if injured.
9. Need to create procedure document for if people change teams / how they join / bounds on how clubs pay sports hub affiliation.

9. Appendix

9.1

Appendix 1 - Data

Currently all of this data is available on request, but has not been collated in an easy to read format.

- Need data, proof of figures

- Data for proof of bank statements

- Summary of expenditure for sample of clubs

- Data showing pricings of the offering for clubs and what they would be getting by standard

- Data showing affordability of other things with pot of money

- Data showing all sports clubs being brought within the hub, and all teams within the framework to prove affordability and for completeness.