

# Golf Collective

## TE TUHONO

### Board Application Pack

**Applications Close: Fri 25 July 2025, 5.00pm**

#### What are Sport and Recreation Hubs (SRHubs)?

Throughout New Zealand we have around 15,000 sports clubs. Many are now forming hubs to :

- work in a more collaborative way;
- deliver a wide range of sport and recreation services;
- help make local decision about parks and infrastructure, programmes, and community services.

#### References:

<https://sportnz.org.nz/resources/hubs-and-sportvilles-introduction-and-contacts/>, and <https://sportnz.org.nz/resources/the-hub-guide/> for more information.

#### Who are we – Ko Wai Mātou?

##### **Golf Collective – Te Tuhono**

**VISION: “Future Proofing Golf in the Rotorua Community”.**

Golf Collective - Te Tuhono Incorporated (pending registration) is a new breed of organisation developed to encourage and support golf and related community sport. We come from work undertaken via a working party established to create a long-term strategy for golf facilities in Rotorua District ensuring they are fit for purpose and ready to meet the golfing challenges and opportunities ahead (RSL Report 2023-2033).

#### **Our vision:**

**Mark Webb Golf NZ Regional Representative and a member of the working party says:** *“the way the club’s partner here will be different than what we have seen elsewhere in NZ. They will partner strategically, across the member golf clubs (Arikikapakapa, Springfield and Lakeview) and beyond. There will be emphasis on centralising procedures, creating operational efficiencies, sharing administrative roles, operating business and social enterprise activity, sharing resources with each club. There will be focus on developing complementary activity across the three clubs and beyond. Clubs will be tasked with creating multi-purpose sustainable higher quality*

*spaces, being more collaborative and inclusive, and where able, do things that reflect our wider golf opportunities, for our communities of interest, residents and tourists to Rotorua”.*

## Are you right for this Board?

We are therefore looking for sport and recreation minded people to serve in various roles on the inaugural Board. We want people who can :

- think strategically;
- enjoy working with others;
- Maybe understand building/capital development projects
- dedicate time and knowledge to this worthwhile community endeavour;
- stay involved for a reasonable period of time (at least one term of office);
- help build an inclusive culture around increasing peoples access to sport and recreation in all forms here in Rotorua and beyond.

<b>Date Prepared:</b>	June 2025
<b>Works with:</b>	Fellow Board Members, staff (if any), club members, partners
<b>Role Title:</b>	Board Member (General)  Board Chair, Secretary and Treasurer roles will be selected by the Board
<b>Reports to:</b>	The membership of <b><i>Golf Collective Te Tuhono</i></b> Incorporated

Position Summary
To provide strategic direction and governance to <b><i>Golf Collective Te Tuhono</i></b> Incorporated and support the objects of the organisation as listed within the Constitution. (see below).

Key Responsibilities – Board Member	
(Note, additional responsibilities exist for chair, secretary, and treasurer roles)	
Tasks	KPIs
Assist with the strategic planning and take a lead in nominated areas within the plan as agreed	

<ul style="list-style-type: none"> <li>- Involvement with the consultation with all members and partners</li> <li>- Create and provide governance of the Strategic Plan</li> <li>- Create annual plans</li> <li>- Create annual plan, execute, and review it</li> </ul>	<ul style="list-style-type: none"> <li>- Three-year strategic plan created and executed</li> <li>- Vision, objects and values are set</li> <li>- Annual plan created and executed</li> </ul>
<b>Active involvement on the Board and its projects</b>	
<ul style="list-style-type: none"> <li>- Add items to meeting agendas</li> <li>- Regularly attend monthly board meetings and important related meetings</li> <li>- Make serious commitment to participate actively in Board work</li> <li>- Lead board discussion in areas of expertise</li> </ul>	<ul style="list-style-type: none"> <li>- At least six - ten meetings are attended each year</li> <li>- Annual General Meeting is attended</li> <li>- Assignments are accepted and completed on time</li> <li>- Active participation in meetings occurs</li> </ul>
<b>Maintain positive working relationships within the <i>Golf Collective Te Tuhono Inc.</i></b>	
<ul style="list-style-type: none"> <li>- Communicate regularly with staff, members and partners as required</li> <li>- Meet with relevant operational volunteers as required</li> <li>- Actively participate in the appointment of employees and volunteers</li> <li>- Stay informed about Board matters</li> </ul>	<ul style="list-style-type: none"> <li>- Annual General Meeting is attended</li> <li>- Biannual meetings are held with employees and volunteers of the hub</li> <li>- Interviews for employees and volunteers when necessary</li> </ul>
<b>Alignment with policies of Sport NZ, or any other body connected to the business of the hub</b>	
<ul style="list-style-type: none"> <li>- Development of regulations and policies</li> <li>- Review regulations annually</li> </ul>	<ul style="list-style-type: none"> <li>- Regulations are developed which align with Hub and Stakeholders growth and changes</li> </ul>
<b>Govern and manage employees and volunteers</b>	
<ul style="list-style-type: none"> <li>- Conduct biannual reviews with employees</li> <li>- Actively participate in the recruitment, support, development, retention, and recognition of volunteers</li> <li>- Stay informed about the operations of the hub and the employees and volunteer performing the various roles</li> <li>- Attend to the monthly report from the hub Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Biannual reviews are held with employees</li> <li>- Volunteers are retained</li> <li>- New volunteers accept roles</li> <li>- There is full understanding of the operations of the Hub</li> <li>- The monthly report from the hub Manager is read and responded to</li> </ul>
<b>Monitor compliance and risk</b>	
<ul style="list-style-type: none"> <li>- Develop policies aligned to New Zealand law and Sport New Zealand regulations and policies</li> <li>- Review policies annually to ensure they are current</li> <li>- Review the constitution as and when required</li> </ul>	<ul style="list-style-type: none"> <li>- An active Health and Safety Policy is in practice</li> <li>- Employment contracts are in place</li> <li>- Membership memoranda of understanding (MOU's) are in place</li> <li>- The Vulnerable Children's' Act is adhered to</li> <li>- A fit for purpose constitution is in place</li> <li>- Requirements of the Incorporated Societies Act 2022 and its amendments are met.</li> </ul>
<b>Perform a dispute resolution role</b>	

- Conduct dispute resolution duties when required	- All disputes passed through to the Board from the hub Manager are resolved
---	--

<b>Qualifications, Experience and Competencies (any, or many, of the following)</b>	
Qualifications and Experience	<ul style="list-style-type: none"> <li>- Understanding of business management in a dynamic and changing environment preferred</li> <li>- Understand the building development process and capital works, even better if from a community building perspective</li> <li>- Governance experience or being ready to embark on a role in governance as a next logical step</li> <li>- Understanding and or involvement in sport and recreation especially at club level</li> <li>- Previous experience working on a board or committee</li> <li>- Understanding and experience in strategic planning</li> <li>- Knowledge and experience of sporting, recreation, community and/or not-for-profit environments</li> <li>- Relevant networks and contacts</li> <li>- Specific experience in one or more of recreation programming, customer services, marketing, finance/accounting, management, events, tikanga Māori, inclusivity, community development, sport administration, fundraising/sponsorship, facility management, communications/media.</li> </ul>
Core Competencies	<ul style="list-style-type: none"> <li>- Excellent verbal and written communication skills</li> <li>- Displays the following attributes: a growth mindset / strong analytical skills / excellent work ethic / organized / self-motivated / big picture thinking</li> <li>- Knowledge of administrative systems</li> <li>- Confidence to develop positive relationships and build rapport with members, partners, staff and volunteers and the community</li> <li>- To act in good faith and in the interests of the Hub</li> <li>- To act in accordance with the Hub's constitution and regulations</li> <li>- Able to manage workload and establish priorities</li> <li>- Ability to communicate clearly and in a timely manner</li> </ul>

<b>Hours of Work</b>
Estimated to be 4 hours per week, depending on projects

# Application Form (to complete)

## Application Details (submit with your application via email)

Applications for appointment must be marked:

***Golf Collective Te Tuhono* Incorporated - Board Member**

<b>Applicant Name</b>	
<b>Email</b>	
<b>Mobile Phone</b>	

Please state (tick box below) which type of board role/s you are applying for. Please note you are welcome to apply for both Appointed and Elected positions. Co-opted board roles (if any) are determined by the Board (once formed).

Board Positions Available	Description	Dates	Tick one or more boxes
<b>APPOINTED</b> Board Member (4 positions available)	Based on skills match to this job description	OPEN 20 June CLOSE 25 <sup>th</sup> July at 5 pm	
<b>ELECTED</b> Board Members (3 positions available)	Based on skills described in this job description but subject to vote at special AGM	OPEN 20 June DECIDED Wednesday 19 <sup>th</sup> August, 7 pm	
<b>CO-OPTED</b> Board Members (up to 2 positions)	Appointed by the board to fill gaps in skills on the board	Post 19 <sup>th</sup> August	

Applications should provide a CV, complete the skills chart below, and be addressed to:

The Convenor, ***Golf Collective Te Tuhono*** Incorporated: Appointment Sub-Committee  
**And forwarded by email to:**

Peter Burley

**Convenor**

***Golf Collective Te Tuhono*: Board Appointments Selection Panel**

Email: peter@sportguidance.nz

Mobile: 021 1940104

**Applications close for Appointed Board Members at 5pm on Fri 25 July 2025.**

**Submission of interest for Elected Board Members opens 20<sup>th</sup> June 2025.**

## **Elected Board Applicants**

Those who put forward a submission to be elected to the board, will be required to attend the inaugural special meeting on **Tuesday 19<sup>th</sup> August 2025, 7 pm venue TBC**. You will be required to present on why you would be interested in being elected to the member organisations present at the meeting. These will be a maximum of four-minute presentations, AV facilities will be available. This will be followed by a voting process.

## Appointed Board Applicants

Attach CV, Covering Letter / email and skills matrix below (*cut and paste into your application*).

Please complete and include **this skills matrix – identifying which skillsets you would bring to the position. Please note: “These are skills required across the entire Board – you are NOT required to record high ratings for all items listed.**

Category of skills	Skillsets	Your Rating
		Low = 1, High = 5
General	Inter and intra-personal communication	
	Written and verbal communication	
	Administration systems	
	Judgement and decision making	
Community	Understanding and affinity for Rotorua Community	
Management	Planning and strategy	
	People (HR) management	
	Project management	
	Leadership and governance	
	Infrastructure development. Capital projects	
	Sport / recreation facility management	
	Public assembly / hospitality facility management	
	Risk management	
	Policy Development	
	Environment risk management	
	Entrepreneurship	
	Event management	
Marketing, promotion and PR	Media (social and mainstream	
	Communications	
	Selling, advertising	
	Public relations	
	Accounting	

<b>Financial, funding and accounting</b>		
	Financial control	
	Funding and fundraising	
	Sponsorship	
<b>Legal</b>	Contracting law	
	Legal	
	Compliance and risk related law	
<b>Cultural</b>	Tikanga Māori	
	Te Reo Māori	
	European and Māori history	
<b>Environmental</b>	Environmental awareness	
<b>Inclusivity</b>	Working with disability groups	
	Working with diverse groups	



# Our Purpose (Objects) within the constitution

- To increase the diversity and range of high quality and affordable golf (and related sport) experiences across Rotorua.
- To provide opportunities for a greater range of services across the golf clubs of Rotorua through new and improved facilities and courses, and via innovative mixing of programmes, events and new golf trends and technology.
- To work strategically with aligned sporting codes and related providers to share resources and create efficiencies.
- To further enhance our capability to deliver Māori golf initiatives that provide the benchmark for provision across New Zealand.
- To honour and follow the principles of Te Tiriti o Waitangi (The Treaty) by ensuring a strong mana whenua connection that translates into a culturally relevant emphasis on inclusiveness, sustainable practice, and care of the environment.
- Supporting Manakitanga (making all feel welcome) by ensuring members, users, programme and event attendees, youth, casual and social players, all have opportunities to participate in environments that enable all persons to play golf across Rotorua.
- To ability to acquire, own, manage, control, administer, develop, lease/sub-lease, retrofit, rent golf and related facilities, equipment, programmes and events for all standards of golf players, and to support individual golf clubs who are members of The Golf Collective to do the same.
- To partner with Clubs, Iwi, Rotorua Lakes Council. Rotorua NZ and Funders, to create a golfing destination.
- To create, reinforce and enhance member club brands and create together a collective brand of quality golf provision, known internationally and associated with Rotorua Tourism.
- Work closely with Iwi as co-governors; and work with a range of partners and stakeholders, including Rotorua Lakes Council, Sport Bay of Plenty, Golf NZ and other relevant Regional Sport Organisations).
- Seek funding, manage services, invest and carryout business and social enterprise activity, establish subsidiaries, incorporate, or become a shareholder in companies, or become a member of any society, where it supports these Purposes.

## Our Values (for your information)

The Golf Collective members, board and staff take pride in the following values :

- **Inclusivity** Open to all skill levels and diverse backgrounds
- **Community** Strengthening local ties and shared identity
- **Sustainability** Protecting our courses and the environment
- **Wellness** Supporting active, healthy lifestyles
- **Excellence** Delivering quality in all we do
- **Innovation** Adapting to evolving community needs
- **Accessibility** Keeping golf and recreation within reach
- **Integrity** Ensure honesty and transparency at all times