



CLUB SPORT PARTNERSHIP

BETWEEN

CANTERBURY CHRIST CHURCH UNIVERSITY

AND

CHRIST CHURCH STUDENTS' UNION

2017/18



Effective Date: 1st August 2017

Between

CANTERBURY CHRIST CHURCH UNIVERSITY (“the University”) a Registered Company and charity with Company Number 4793659 and Charity Number is 1098136 whose registered office is at Rochester House, St Georges Place, Canterbury, Kent, CT1 1UT.

And

CHRIST CHURCH STUDENTS’ UNION (“the Union”) a Registered Company and charity with Company Number 7618194 and Charity Number 1142619 whose registered office is at St George’s Centre, 41 St Georges Place, Canterbury, Kent, CT1 1UT

1. Introduction

- a. the Union is the representational body of the Student members that is guided by student-first principles and opportunities for representation and leadership.
- b. Christ Church Sport (“CCS”) is the professional service department of the University and will perform the obligations set out in this Agreement on behalf of the University.
- c. The Parties wish to create a Club Sport Partnership to work together to ensure that the planning, delivery and development of Club Sport is sustainable, efficient and reflects the needs of the Students - “**the Club Sport Partnership**”.

2. Definitions

- a. The following expressions shall have the following meanings in this Collaboration Agreement including its recitals, unless the context requires otherwise:
 - i. “**Aims**” means the aims of the collaboration between the Parties as set out in clause 5;
 - ii. “**Strategic Group**” means the strategy group being established by the Parties on the terms set out in clause 6;
 - iii. “**Operations Group**” means the operations group being established by the Parties on the terms set out in clause 7; and
 - iv. “**Student(s)**” means a person who is studying at Canterbury Christ Church University.
 - v. “**Independent Chairperson**” mean the person who will independently and impartially chair the Club Sport Strategic Group as a facilitator without voting rights.

3. Background

- a. Club Sport is the term used in this Agreement to include all student sports clubs which are established via the Union and to which the University and / or the Union makes a financial and facilitation contribution.
- b. The Parties recognise that as part of their membership of the Union it is the Student members who are the owners of the clubs forming part of Club Sport.

4. Commencement and Duration

- a. This Agreement will commence on the Effective Date and will continue in full force and effect for a period of three (3) years unless terminated earlier by either Party in accordance with clause 10.d.

5. Aims of the Club Sport Partnership

- a. The Parties have agreed that the following will be the Aims of the Club Sport Partnership and it is against these criteria that the Club Sport Strategic Group and the Club Sport Operational Group will measure and review their progress:
 - i. To create a more effective operating model for sport provision;
 - ii. That Club Sport should remain student-led within a supportive organisational and strategic framework;
 - iii. Students should have the best possible sporting experience across a wide range of activity;
 - iv. To positively influence the culture of sport;
 - v. To enhance opportunities for strategic planning and development of Student sport;
 - vi. To enhance and develop employability of Students;
 - vii. To create and enhance communities that support retention, academic success, and a sense of belonging;
 - viii. To seek to reduce barriers to participation and apply an appropriate level of subsidy;
 - ix. Cost effective, sustainable provision;
 - x. Consistent messages and communication to Students; and
 - xi. Manage health and safety of the Club Sport programme cohesively.
- b. In order to pursue the Aims set out above the Parties wish to adopt a process of more formal communication and review of their Collaboration by establishing and participating in both a Strategic Group and an Operations Group in accordance with the terms of this Agreement.
- c. The Club Sport Strategic Group and the Club Sport Operations Group will work together to oversee the planning, delivery and development of Club Sport at the University.

6. Club Sport Strategic Group

- a. The Club Sport Strategic Group will meet at least four (4) times per annum. An agenda for each meeting will be prepared and distributed to all members at least seven (7) days in advance of the proposed meeting date.
- b. Minutes of the Club Sport Strategic Group meetings will be recorded by CCS and circulated to all Strategic Group members within ten (10) days of the meeting. These minutes will also be made available to members of the Club Sport Operations Group, the University and to students.
- c. The Club Sport Strategic Group will consist of the following, or their designated nominee:

- i. Eamon Malone, Director of Estates & Facilities - Independent Chairperson;
 - ii. President (Sports);
 - iii. Managing Director, Christ Church Students' Union;
 - iv. Director of Sport, Canterbury Christ Church University; and
 - v. Director of Sport and Exercise Sciences (academic), Canterbury Christ Church University.
- d. The Club Sport Strategic Group will broadly consider the following:
 - i. The strategic direction for the Club Sport programme and how to develop this effectively;
 - ii. The annual budgeting and reporting cycle and make recommendations to the University and Board of Trustees as required;
 - iii. The development of a sustainable model for Club Sport provision; including cost of delivery, membership income and future financial sustainability;
 - iv. The provision for the Club Sport programme including; facilities, equipment, coaching, transport, kit and support services;
 - v. How to provide for increasing demand and higher expectations from student members; including enhanced provision of coaching, facilities and support services, e.g. sport science, fitness provision;
 - vi. Areas of responsibility and operational delivery across the Union, CCS and the University's Estates & Facilities Directorate;
 - vii. Communication between the Union, CCS, the University's Estates & Facilities Directorate and students; and
 - viii. Provision at the University's campuses at Medway and Broadstairs.
- e. Appendix 1 details the Terms of Reference for the Club Sport Strategic Group.

7. Club Sport Operations Group

- a. The Club Sport Operations Group will usually meet weekly during University semesters and monthly outside of this.
- b. The Club Sport Operations Group will have a rotating Chairperson from amongst its members, as determined by the Group.
- c. A standing agenda for each meeting will cover the responsibilities detailed.
- d. A written record will be taken of the action points from each meeting of the Club Sport Operations Group meetings by CCS and circulated to all members within two (2) days of the meeting.
- e. The Club Sport Operations Group will consist of the following, or their designated nominee:
 - i. President (Sports);
 - ii. A rotating member of the Sports Executive Committee;
 - iii. Membership Services Manager, CCSU;
 - iv. Activities Coordinator, CCSU;
 - v. Membership Services Administrator, CCSU;
 - vi. Christ Church Sport Facilities Manager;
 - vii. Christ Church Sport Administrator;
 - viii. Head of Sport Development, CCS
 - ix. Sport Development Officer, CCS; and
 - x. Grounds Manager, Estates and Facilities.

- f. The Club Sport Operations Group will broadly consider:
 - i. Provision for the weekly fixture programme; including staffing, transport, facilities, first aid and officiating;
 - ii. Provision for the weekly training programme; including coaching, facilities and transport;
 - iii. Provision of equipment, kit and additional support services;
 - iv. Communication with students, external partners, professional service departments and academic departments; and
 - v. Matters of health & safety.
- g. Appendix 2 details the Terms of Reference for the Club Sport Operations Group.

8. Resources

- a. Both Parties can only make decisions within the budgets allocated to it by the Union and the University respectively. Any recommendations for additional expenditure need to be approved by the Board of Trustees or University, respectively.
- b. Each Party delegates decision making on utilisation of the allocated budgets to the Club Sport Strategic Group, within the confines of the budgets, but each Party retains accountability and control of the monies delegated from their higher authority.

9. Responsibility Matrix

- a. Appendix 3 outlines the respective responsibilities of the Parties of the Club Sport Partnership. These are detailed for clarity of operation, and should not detract from the collaborative spirit of this Agreement, and will be subject to annual review under clause 10.a.

10. General

- a. The Club Sport Partnership and this Agreement shall be reviewed annually to ensure the stated Aims and objectives are being met.
- b. In the event of a dispute between the Club Sport Operations Group in relation to the terms of this Agreement (and any matters arising out of or in connection with it) such dispute will first be referred to the Club Sport Strategic Group for consideration and resolution.
- c. In the event of a dispute between the Club Sport Strategic Group in relation to the terms of this Agreement (and any matters arising out of or in connection with it) then any dispute or difference between them may be referred to mediation and / or the Board of Trustees of Christ Church Students' Union and the Senior Management Team of Canterbury Christ Church University.
- d. Either Party may terminate this Agreement without incurring liability to the other Party by giving the other Party six (6) months' notice in writing, such notice not to be served until the expiry of twelve (12) months from the Effective Date.

Appendix 1

Club Sport Strategic Group Terms of Reference

Purpose

The purpose of the Club Sport Strategic Group is to work in partnership to drive the development of competitive Club Sport at Canterbury Christ Church University.

Authority

The Club Sport Strategic Group has delegated authority from the Board of Trustees of Christ Church Students' Union and the Senior Management Team of Canterbury Christ Church University. The Group is expected to regularly report its activity to these authorities, as well as to members of the Union's Sports Executive Committee and sports club members.

The Group will subsequently delegate operational delivery of competitive sport to the Club Sport Operations Group.

Remit

1. The strategic direction for the Club Sport programme and how to develop this effectively;
2. The annual budgeting and reporting cycle and make recommendations to the University and Board of Trustees as required;
3. The development of a sustainable model for Club Sport provision; including cost of delivery, membership income and future financial sustainability;
4. The provision for the Club Sport programme including; facilities, equipment, coaching, transport, kit and support services;
5. How to provide for increasing demand and higher expectations from student members; including enhanced provision of coaching, facilities and support services, e.g. sport science, fitness provision;
6. Areas of responsibility and operational delivery across the Union, CCS and the University's Estates & Facilities Directorate;
7. Communication between the Union, CCS, the University's Estates & Facilities Directorate and students; and
8. Provision at the University's campuses at Medway and Broadstairs.

Resources

The Club Sport Strategic Group will be delegated budgetary resources annually from the Board of Trustees of Christ Church Students' Union and the Senior Management Team of Canterbury Christ Church University. The Group will then utilise these resources to support and develop competitive Club Sport for the benefit of members according to the aims established in the Club Sport Partnership Agreement.

Membership

- Eamon Malone, Director of Estates & Facilities - Independent Chairperson
- President (Sports)
- Managing Director, Christ Church Students' Union
- Director of Sport, Canterbury Christ Church University
- Director of Sport and Exercise Sciences (academic), Canterbury Christ Church University.

Regularity of meetings

The Club Sport Strategic Group shall meet at least four times per annum, with consideration to the financial calendar of both organisations as well as the cycle of development for clubs and committees.

Administration

- An agenda for each meeting will be prepared and distributed to all members at least seven (7) days in advance of the proposed meeting date. This will be collated between the members of the Group.
- Any necessary papers for consideration will be prepared by the relevant party and distributed to all members at least five (5) days in advance of the meeting.
- Minutes of the Club Sport Strategic Group meetings will be recorded by Christ Church Sport and circulated to all Group members within ten (10) days of the meeting. These minutes will also be made available to members of the Club Sport Operations Group, the University and to students.

Appendix 2

Club Sport Operations Group Terms of Reference

Purpose

The purpose of the Club Sport Operations Group is to work in partnership to oversee the delivery of competitive Club Sport at Canterbury Christ Church University.

Authority

The Club Sport Operations Group has delegated authority from the Club Sport Strategic Group. The Group is expected to regularly report its activity to the higher authority as well as to members of the Union's Sports Executive Committee and sports club members.

Remit

1. Manage the success of the new membership proposition model.
2. Provision for the weekly fixture programme; including staffing, transport, facilities, first aid and officiating.
3. Provision for the weekly training programme; including coaching, facilities and transport.
4. Provision of equipment, kit and additional support services.
5. Communication with students, external partners, professional service departments and academic departments.
6. Matters of health & safety.
7. Discipline issues, according to the provisions in the Bye-Laws of Christ Church Students' Union and the Framework for Student Procedures of the University.

Resources

The Club Sport Operations Group will be informed of annual budgetary resources by the Club Sport Strategic Group. The Group will then utilise these resources to support the delivery of competitive Club Sport for the benefit of members according to the aims established in the Club Sport Partnership Agreement. In addition, the Group is expected to monitor the income and expenditure of relevant activity at least on a monthly basis.

Membership

- President (Sports);
- A rotating member of the Sports Executive Committee;
- Membership Services Manager, CCSU;
- Activities Coordinator, CCSU;
- Membership Services Administrator, CCSU;
- Christ Church Sport Facilities Manager;
- Christ Church Sport Administrator;
- Head of Sport Development, CCS
- Sport Development Officer, CCS; and

- Grounds Manager, Estates and Facilities.

Regularity of meetings

The Club Sport Operations Group will usually meet weekly during University semesters and monthly outside of this.

Administration

- The Club Sport Operations Group will have a rotating Chairperson from amongst its members, as determined by the Group.
- A standing agenda for each meeting will cover the responsibilities detailed.
- A written record will be taken of the action points from each meeting of the Club Sport Operations Group meetings by CCS and circulated to all members within two (2) days of the meeting.

Appendix 3

Responsibility Matrix for Club Sport*

*Subject to ongoing review

Element	Responsibility	Notes
Management of club membership	Students' Union	Done via the Union's CRM system
Two way communication with club members	Students' Union	Delivered by activities staff and supported by the communications function
Representation - election and training of committees	Students' Union	Delivered by activities staff, supported by student voice staff, officially returned by manager
Sports Executive Committee	Students' Union	Chosen by the President (Sports) to support the representation function
Competitive BUCS sport arrangements	Students' Union	Delivered by the Membership Services Administrator, resourced by the membership fee
Affiliation to NGB's	Students' Union	Delivered by the Membership Services Administrator, resourced by the membership fee
Entry to leagues	Students' Union	Delivered by the Membership Services Administrator, resourced by the membership fee
Administration of fixtures	Students' Union	Delivered by the Membership Services Administrator
First Aid & H&S	Students' Union	Delivered by the Membership Services Administrator, resourced by the membership fee
Sports Equipment	Students' Union / Students	Delivered by students and the Union, guidance from activities staff, resourced by students (in essential model) or Union (in comprehensive model)
Sports Kit	Students' Union / students	Delivered by students and the Union, guidance from activities staff, resourced by students (in essential model) or Union (in comprehensive model)

Referees	Students' Union / Students	Delivered by students, resourced by students (in essential model) or Union (in comprehensive model)
Transport	Students' Union / Students	Delivered by the Administrator, resourced by the membership fee if elected into this
Coaching provision and arrangement	Christ Church Sport	
Facilities provision - games and training	Christ Church Sport / Estates & Facilities	
Facilities provision - booking	Christ Church Sport	
Reward and celebration - Final Whistle	Students' Union	Delivered by President (Sports) and supported and resourced by The Lounge
Reward and celebration - Sports Federation Dinner	Students' Union	Delivered by the Activities Coordinator, resourced by ticket sales.
Canterbury Varsity	Varsity Steering Group	Delivered by the Varsity Operations Group under the delegation of the Varsity Steering Group. This is made up of the four partners in Canterbury Varsity.