SWIMMING IN NEW ZEALAND

GROWING A CORNERSTONE SPORT

Report of the Independent Working Group For
The Review of Swimming New Zealand – June 2012

REVIEW CONTEXT

The Working Group gives their support and respect to the 2012 Olympic team (swimmers, coaches and management) and is committed to doing everything possible to enable their preparation to continue uninterrupted by the release of the Review findings and recommendations. The Working Group asks the sport of swimming to do the same.

"Imagine the untapped growth and performance potential of the sport of swimming if we had strong and effective leadership – with SNZ working in partnership with our Regions for the good of our sport."

EXECUTIVE SUMMARY

New Zealanders' living in a country with a coastline of over 15,000 km have a strong association with water sports, including swimming. Swimming was found to be the largest recreational sport in New Zealand in the 2007/08 SPARC Activity Survey with over 500,000 people swimming at least once a month. Competitive swimming is today one of the most progressive sports in the world. There are more countries than ever competing at the global level and there are more swimmers winning medals from more countries than ever before.

Against this background, New Zealand has the potential to excel in competitive water sports including competitive swimming, in a similar vein to it neighbour Australia which has similar attributes to New Zealand. However, the sport currently only has just over 6000 competitive swimmers, hasn't won an Olympic medal since 1996, and in 2011 reached such a level of disagreement amongst the membership of SNZ on the appropriate governance and delivery of the sport that the sport called for a comprehensive Independent Review.

A Working Group was established to undertake the Review of Swimming New Zealand (SNZ). The Working Group undertook extensive research and consultation with the sport, related sporting organisations and key external stakeholders. The Working Group found SNZ lacking in clarity of purpose and short on the fundamentals needed to support the growth and development of what should be a very strong sport in New Zealand. However the failings of the sport were not just attributable to SNZ but also to poor leadership and performance from the Regions, and in some instances individuals from within the sport who in themselves and through their own behaviours must also stand accountable for the dysfunction within the sport. While the sport can be positively characterised by the strong volunteer base and the passionate and committed people within the sport, including its' alumni, it is also undermined by:

- Poor leadership from SNZ and Regions.
- No shared vision for the sport and the role of SNZ.
- Dysfunctional relationships between some Regions and SNZ.
- Ineffective formal two-way linkages and alignment between SNZ/Regions/Clubs.
- Too many Regions – impacting competition quality and efficiency.
- No collective responsibility in the sport to find solutions versus 'point the finger'.
- A culture of mistrust and 'playing the person not the ball'.
- Broken relationships everywhere (personal, within the swimming fraternity, commercial and external).
- A lack of the fundamentals required to support and grow a sport (e.g. database, coach development, Club development).

- Potential loss of or reducing sponsorship.
- A sport blinkered to the present (ignoring private providers and sport choices).
- Underutilised alumni (e.g. energy, role modelling, sport promotion and even money available).
- Lack of clarity on who should be members of SNZ.
- An ambiguous and out of date Constitution.

The Working Group concluded that SNZ is currently adding very little value beyond running the National competitions and elite High Performance. It has lost the trust and respect of its members, some of which has been brought on by itself and some must be owned by the Regions and in some cases individuals within the sport itself. To move forward the sport must collectively take responsibility to commit to a culture of transparency, openness, professionalism, collaboration and 'playing the ball not the person.'

Successful sports rely on their National Sporting Organisation for leadership and coordination activities to support the growth and development of their sport. Swimming needs SNZ to undertake this role and provide effective competitive pathways from entry Club level right through to elite High Performance for the sport of swimming. Swimming needs to make sure it has the 'right people in the right places'.

In order for the sport to move forward and become a significant cornerstone sport in the New Zealand landscape significant urgent change is required. The Working Group has recommended that changes be made in the following areas, but that all of these changes must be implemented and not "cherry picked" by the sport:

- SNZ's core focus becomes competitive swimming – from early entry Club level to elite High Performance.
- The SNZ 'teach the teachers' function be transferred out of SNZ in an orderly manner so as not to loose this very good service for New Zealand, but that Clubs remain delivering Learn to Swim if they wish.
- A new SNZ Board composition and appointment process be introduced and a new Board appointed using this methodology.
- A new redefined Chief Executive Officer role be developed and a new Chief Executive Officer appointed into this role.
- Constitutional voting be based on competitive: swimmers, coaches, officials and timekeepers.
- Regions reduce in number which is to be managed by the Regions themselves, but which must align to the 'whole of sport plan' and SNZ activities.
- New Competition Zones be introduced.
- The sport fully support and agree to actively participate with the Board in the development of a 'whole of sport' strategic plan which will include: clear aspirational targets for the growth of the sport; a multi-year facilities strategy; a coach development strategy; a fresh multi-year High Performance strategy; a key stakeholder relationship management strategy; and a robust multi-year funding strategy.
- A comprehensive database is developed and used by the sport.
- The sport collectively commits to building a culture of trust, collaboration and discipline in its' processes and systems.

THE SPECIFIC RECOMMENDATIONS ARE AS FOLLOWS:

1

Recommendation 1: Clarity of purpose for SNZ

That the sport fully endorses the future role and purpose of SNZ. This is to:
"Support the growth and performance of the sport of competitive swimming – from entry level Club competitive swimmers to elite High Performance athletes."

2

Recommendation 2: Transfer 'teach the teacher' function from SNZ

That the sport fully supports that Clubs may continue to deliver Learn to Swim programs as they do now but SNZ will no longer deliver the 'teach the teachers' Learn to Swim program. The Board will need to manage an orderly transfer of the existing good quality SNZ 'teach the teacher' program along with personnel and funding to an appropriate New Zealand organisation to ensure the current services and resources provided by SNZ are not lost. SNZ will look to secure a governance role with the organisation that takes over this function.

SNZ will continue to have a strong interest in and will actively contribute to strategy and policy development associated with all water related Learn to Swim and swim safe activities and issues under the responsibility of other organisations in the sector.

3

Recommendation 3: SNZ part of Aquatics

That the sport fully supports SNZ remaining a member of Aquatics NZ, and that the Board ensures SNZ input is appropriately resourced and supported.

4

Recommendation 5: Leadership capability and governance change

That the sport fully supports new governance arrangements for the Board of SNZ (both the inaugural implementation and the ongoing implementation) including:

- All Directors required to act in the best interests of swimming in general and SNZ in particular at all times;
- 6 person Board comprised of 3 elected and 3 appointed (but not necessarily independent) Directors;
- Quorum of 4, Chair has casting vote;
- Individuals can self-apply for both elected and appointed positions;
- Board members should not continue to hold Regional and key stakeholder governance/executive roles or other key roles in the sport which could create real or perceived conflict of interest;
- An Appointment Panel should screen all applicants using robust transparent processes and recommend suitable 'elected members' to Regions for election as Directors and appoint 'appointed members' to the Board;
- The Appointment Panel will comprise:
  - Independent Chair experienced in governance relevant to sporting organisations;
  - Independent person experienced in governance relevant to sporting organisations;
  - Chair of SNZ or another Board member if the Chair is standing for a Board position (this position will not be filled for the Inaugural Appointment Panel that appoints the Inaugural Chair but the new Chair will join the Inaugural Appointment Panel as soon as he/she has been appointed);
  - Two persons from within the sport nominated by the Regions and voted on (by email);
- The Appointment Panel will run a two-step process – firstly the appointment of elected Directors and announce these; and secondly choose and announce appointed Directors in order that the skills and competencies of the appointed Directors compliment the skills and competences of the elected Directors;
- The Board can fill casual vacancies but such appointees must seek election or appointment the next time the Appointment Panel is convened if the person concerned wishes to continue to be a Director;
- The Appointment Panel will not be required to appoint or recommend elected candidates if suitable candidates are not available;
- Protections will be put in place so candidates not successfully elected by the sport cannot fill casual vacancies on the Board;
- Board terms limited to 3 (consecutive or non-consecutive) terms of up to 3 years (except for Inaugural Board where the initial terms will be allocated between 1-3 years by the Inaugural Appointment Panel). There will be an exceptional circumstances provision to permit a person to serve on the Board for more than 3 terms. This is only for circumstances where there is a Director who is required to fulfill a specific role for continuity purposes which would be in the best interest of the sport (e.g. on Federation Internationale de Natation International Board) and which could not continue if the Director concerned was no longer a Director of SNZ;
- Inaugural Chair to be appointed by the Appointment Panel for the first full 3 year term and thereafter the Board annually selects the best person for the job from within the Board members;
- Provision to be made for the Board to exit an existing Board member but all members voting in favor must re-stand for their positions in the following cycle and justify why he/she voted in favor of the resolution;
- The Board by majority or 1/3rd of votes held by the Regions can requisition a Special General Meeting on a matter of major importance. The Special General Meeting vote will be passed if 2/3rd of the votes are cast in favour of the resolution(s) and the Board will be bound by the vote.

5

Recommendation 5: Redefine Chief Executive Officer Role

That the role of Chief Executive Officer for SNZ is redefined (to match the redefined role and purpose of SNZ and support the package of constitutional changes and new modus operandi for SNZ).

The first job for the new Board will be to undertake the recruitment process to fill this new role. The Chief Executive Officer will need specialised skills to implement change, build a strategic vision, create new structures and develop enduring relationships.

6

Recommendation 6: The position of President

That the sport should support the creation of the redefined position of President. The Board will nominate one candidate (after consulting with Life Members) for consideration by members at each Annual General Meeting. The President must receive at least 2/3rds of the votes cast by the Regions at the Annual General Meeting. The maximum term will be three consecutive one-year terms.

The President must not hold any governance roles in the sport but will have had deep involvement in the sport and command the respect of the sport.

The President will play a ceremonial role as well as mediating issues as they arise. The President is not the Chair of the Board but will have access to all Board papers and is encouraged to attend all Board meetings.

7

Recommendation 7: New Membership and Voting arrangements

That the sport fully supports the new membership and voting arrangements for SNZ. There will be two classes of members – **'A' and 'B'**.

a **Ownership and Voting Qualifications ('A' Members)**

Ownership and voting entitlement members will be:

- All swimmers who compete in a sanctioned Club or Region (or higher) event which is on the annual national or Regional competitive calendar (a Club will have to meet minimum defined criteria including a minimum of 50 members, be financially viable, and participate in the database, provision of annual key performance indicators etc. Each Club will in turn be formally affiliated to their geographical Region). A swimmer can only be a member of one Club at any one time. Learn to Swim swimmers are not competitive swimmers;
- All coaches of affiliated Clubs and High Performance competitive swimmers, Regionally qualified Inspector of Turns (IoT) Officials or higher, and nationally qualified timekeepers ;
- Life Members (no fee but nominate a Region they wish to be aligned with).

These individuals (excluding Life Members) must have paid their annual membership fee to SNZ to be able to participate in the described events.

All individuals will be aligned to a Region for voting purposes. The "A" membership fee will be determined by SNZ and "A" members will be registered on the SNZ database. Learn to Swim swimmers are not "A" members.

The New Zealand Swimming Coaches and Teachers Association will no longer have a voting entitlement and instead its duly qualified "A" members will be aligned with a Region.

b **Associate Members ('B' Member)**

This category does not have voting rights and is available to all other persons who choose to be a member of SNZ but who are not an 'A' Member. 'B' Members may or may not be charged a fee (as determined by SNZ) and are registered on the SNZ database.

8

Recommendation 8: The Number of Regions should be reduced but Regions should self-determine the optimal number

That the sport supports that the 16 Regions should be reduced in number but that the Regions need to actively work together to self-determine the optimal number of Regions that are required in the future, and must manage their own rationalisation/ mergers/ amalgamations to achieve this. This will be driven by gains in efficiency and competition depth. Regional definitions and names are no longer to be included in new Constitution to enable future rationalisation without approval of the sport. Roles, critical attributes and accountabilities of Regions will be set out in new Constitution. However all Regions must immediately after the adoption of the new Constitution for SNZ:

- Agree to adopt a standard Constitution that largely mirrors that of SNZ and requires Regional Boards/ Committees to have at least two appointed (but not necessarily independent) members. Regions failing to do this after due process and by a certain time will no longer be affiliated SNZ Regions and SNZ will be free to establish a new replacement Region;
- Agree to actively co-operate with the formation of four new Competition Zones and the new competition pathway that will be implemented as a result of the implementation of these Competition Zones;
- Agree to fully support the 'whole of sport' strategic plan including agreeing to and assisting SNZ achieve the goals and objectives of the plan. This will require each Region to complete and submit to the sport (i.e. published on SNZ website) its own strategic plan identifying its own role (with its Clubs) in growing the sport and supporting the 'whole of sport' strategic plan and openly report on achievement against key performance indicators detailed in each plan; and
- Agree to actively support and work with the new Board and executive of SNZ to build a culture of trust, collaboration and discipline within the sport going forward.

9

Recommendation 9: A sport database

That the sport fully commit to co-operating with the Board and executive of SNZ to implement an accurate and up-to-date database that clearly distinguishes individuals who are voting members from non-voting members. Regions who fail to provide accurate membership data on a timely basis will have their voting rights suspended until this is remedied.

The database will be used to support the sport in all regards including sports administration and for funding and sponsorship purposes. SNZ can communicate directly with any person/organisation on the database including but not limited to swimmers, coaches, officials, managers, alumni, Regions and Clubs for the purpose of supporting and growing the sport.

10

Recommendation 10: "Whole of sport" plan

That the sport fully supports and agree to actively participate with SNZ in the development of a 'whole of sport' strategic plan which will include, inter alia:

- Clear aspirational targets for the growth of the sport including growth at Club level; and
- A multiyear facilities strategy for the sport to support its growth and competitiveness; and
- A coach development strategy to support coach numbers, pathways and caliber and innovation in coaching, including supporting and working closely with New Zealand Swimming Coaches and Teachers Association; and
- A fresh multi-year High Performance Strategy to support innovation and performance; and
- A key stakeholder relationship management strategy including with other organisations in the swim space such as Water Safety New Zealand, alumni, funders and sponsors, swimmers and their families, Clubs and Regions, Local Territorial Authorities, etc.; and
- A multi-year funding strategy.

11

Recommendation 11: High Performance-A new strategy

That once appointed the new SNZ High Performance Director lead the development of an innovative best practice High Performance Strategy, ensuring the process considers learnings from other high performing nations and other predominantly individual sports.

12

Recommendation 12: New multi-year funding

That the sport supports SNZ in identifying and securing new multi-year funding from sources such as exploring media, tapping into alumni connections, leveraging the new database, new competitive properties, leveraging Competition Zone branding, new sponsors and funders, etc. The Regions and Clubs need to agree to play their part in securing this funding and/or meeting the requirements to enable the sport to secure this funding and not engage in ambush marketing activities.

13 **Recommendation 13:** New Competition Zones

That the sport embraces the new Competition Zone structure and agrees it should be implemented no later than the 2014 calendar year noting that the driver for the establishment of the Competition Zone model is competition, not governance driven – bringing together individual Regional groups of swimmers to compete as one larger group – to enable 'the best to swim against the best'. It will also provide further enhanced opportunity for the development pathways for coaches and technical officials.

The four Zones will initially be:

- Northern (proposed Regions: Northland / Auckland/ Counties)
- Midland (proposed Regions: Waikato /Bay of Plenty/Taranaki/Hawke's Bay)
- Central (proposed Regions: Whanganui / Manawatu/Wairarapa/ Wellington/Nelson)
- Southern (proposed Regions: Canterbury /Westcoast / Otago / Southland/Eastern).

Each of the Zones will need to have as a minimum a suitable 25m and 50m competition pool.

Consultation between SNZ and all existing Regions will establish the best-fit scenario to take into account the facility requirement, travel distances and the uniqueness of each Region's culture within their individual swimming fraternity. Ultimately Regions will input into which of its neighboring Competition Zones it prefers with SNZ making the determination.

14 **Recommendation 14:** Committing to a new culture

That the sport collectively commits to building a culture of trust, collaboration and discipline in its processes and systems and looks to the Board of SNZ to provide the leadership and a framework to achieve this. The Board will adopt processes and modus operandi that include:

- A commitment to transparency and collaboration with the sport on all matters of importance;
- A commitment to long term planning on behalf of the sport and with the sport;
- A commitment to implementing and adhering to critical policies, processes and practices including selection and discipline practices;
- A commitment to working with and respecting key stakeholders within and external to the sport itself; and
- A commitment to 'playing the ball, not the person' in the implementation of all activities.

15 **Recommendation 15:** Enabling the change

That the existing Board of SNZ should resolve to call a Special General Meeting as soon as is reasonably possible, after the release of the Review report for the sport to consider the adoption of the Working Group's recommendations, new Constitution and associated Transitional Regulations. This Special General Meeting is required to be held under the existing Constitution and it is therefore recommended that the voting entitlements of the Regions should be the same as those that prevailed at the time of the 2011 AGM.

16 **Recommendation 16:** A "package" of change initiatives is required

That the new Constitution and modus operandi for SNZ and the sport which is recommended to the Special General Meeting in 2012 must be voted on as a package of initiatives with no cherry-picking of the recommended changes, with 60% of those entitled to vote at the Special General Meeting voting in favour of the package.

The package has been carefully crafted by the Working Group with each recommendation having interdependencies that support and reinforce other recommendations. Removal or amendment of one or more recommendations will undermine the balance of the package and therefore is not considered appropriate by the Working Group.

17 **Recommendation 17:** Transitioning to the future-Appoint a Governance Administrator

That the existing Board of SNZ should resign immediately after the new Constitution is adopted at the Special General Meeting and Sue Suckling be appointed as the Governance Administrator effective immediately after the Special General Meeting. The SNZ Acting Chief Executive Officer will report to the Governance Administrator. This will be specified in the Transition Regulations. The Governance Administrator will have a "caretaker role" for SNZ, overseeing the new Board appointment process. Sport NZ will provide the administration support to the Governance Administrator for the Appointment Panel and Board appointment processes but will not have any decision making role in these processes. The Governance Administrator will execute these responsibilities in a manner that will not prejudice the full implementation of the Review Recommendations by the new Board. The Governance Administrator role will cease immediately the new Board is in place (approximately mid October 2012)

All existing Board members, once they have resigned, can put themselves forward for consideration as candidates for the new Board but will be subject to the new appointments process.

18 **Recommendation 17:** Transitioning to the future-Inaugural Appointment Panel Independent Members

That Chris Moller is appointed to Chair the Inaugural Appointment Panel and the Working Group will ask the Institute of Directors to appoint the second independent governance specialist for the Inaugural Appointment Panel and advise the sport of the Institute of Directors' appointment at the Special General Meeting.

19

Recommendation 19: High Performance-Immediate

That the current recruitment process for a SNZ High Performance Director continue and a Selection Panel be established to make this appointment. The Selection Panel will be chaired by Clive Power (Working Group member) with other members being Alison Fitch, Don Tricker and Alex Baumann (High Performance Sport NZ). Sport NZ have agreed to administer the recruitment process for this panel.

Once appointed the High Performance Director must immediately take responsibility for the appointment of High Performance coaches post Olympics; the debrief of performance at the London Olympics; and pathway management for the Olympic High Performance athletes.

20

Recommendation 20: Review implementation accountability

That the sport supports the implementation of the Review recommendations with urgency and will hold the new Board to account to meet specified deliverables and time lines.

Progress will be assessed by an independent group (comprising relevant members of the 2012 Working Group) in the second quarter of 2014. The independent group will report progress against the deliverables and timeline included in the Review Report as presented to the sport. This progress report will include making recommendations to support more effective implementation (if necessary) and to confirm the deliverables and timeline for the following 18 months.

21

Recommendation 21: Funding change implementation

The sport note that the Working Group has approached Sport NZ who have agreed to fund the transition processes including the legal work associated with the Special General Meeting and new Constitution, the establishment and functioning of the Inaugural Appointment Panel and the recruitment and election processes to establish the new Board. The new Board will need to review the financial position for the period from when it comes into existence through to it having secured longer term funding and may need to give consideration to increasing the members Affiliation Fees (including introducing a Regional Affiliation Fee) at the 2012 Annual General Meeting.

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1 PROJECT TERMS OF REFERENCE AND METHODOLOGY

Swimming New Zealand (SNZ) is the National Sporting Organisation for swimming in New Zealand and is recognised by Sport NZ, Aquatics New Zealand and the Federation Internationale de Natation (the world governing body of swimming to which SNZ is affiliated). Constitutionally SNZ is an incorporated society pursuant to the Incorporated Societies Act 1908.

In 2011 disagreement within the membership of SNZ on the appropriate governance and delivery of the sport reached a point that the sport called for a comprehensive Independent Review. SNZ, on behalf of its members, invited SPARC (now Sport NZ) to support this Review. SPARC agreed to this and Terms of Reference were agreed with the sport (Appendix A).

A Working Group was established to undertake the Review. A Steering Group made up of two people from swimming and two people from Sport NZ oversaw the work program of the Working Group. The Working Group was given complete independence with respect to its investigation, findings and recommendations.

The Review included the following steps:

- Review of relevant background information, documents, statistics, reports, previous reviews, a publication on the history of the sport, Constitutions, background information requested and/or provided by SNZ, Sport NZ, Regions,Clubs and individuals.
- Discussions with Swimming Australia and review of relevant information from this organisation.
- Review of the recently completed Mowbray Report which reviewed progress for seven New Zealand Sporting organisations which had undergone significant change, plus review of the specific governance and structural arrangements for reformed sports.
- Meetings with SNZ Board, Chair, and with some individual Directors, plus meeting with the two independent Sport NZ appointees.
- Meetings one-on-one with various SNZ staff including the then Chief Executive Officer, Chief Financial Officer, Learn to Swim leaders and Event Manager.
- One-on-one interviews with relevant stakeholders within the SNZ sport structure and external to the structure, including: Regions, Clubs, athletes, alumni, life members, coaches, administrators, sponsors, leaders from other sports, etc.
- A call for written submissions from all persons and organisations within the sport of swimming, as well as external stakeholder organisations.
- Meetings with Chris Ineson and Alan Isaac regarding their recent reviews.

- Working Group meetings to consider findings, request further information and formulate solutions.
- Roadshow open to all those from the sport and/or interested in the Review which presented the draft Review recommendations and asked for feedback.
- Consideration of feedback received on the Draft Recommendations.
- Production of the Review Report incorporating the Final Recommendations and an Implementation Plan.
- Production of a new constitution for SNZ, incorporating the Review Recommendations, for consideration at the SGM.
- Production of a generic constitution for Regions to support the Review Recommendation on this matter.

2 AN OVERVIEW OF THE SPORT OF SWIMMING AND SNZ

2.1 RELEVANCE TO NEW ZEALAND

New Zealanders live in a country with a coastline of over 15,000 km. They have a strong association with water sports, including swimming.

Swimming was found to be the largest recreational sport in New Zealand in the 2007/08 SPARC Activity Survey, with over 500,000 people swimming at least once a month. However, New Zealand also has one of the worst drowning rates in the developed world, and drowning is consistently the third highest cause of unintentional death in New Zealand.

Against this background, New Zealand has the potential to excel in competitive water sports, including competitive swimming, in a similar vein to Australia, a country with many of the same attributes as New Zealand. Competitive swimming is underpinned by a strong recreational exposure, as well as the significant investment (both Government and private sector) in drowning prevention and Learn to Swim activities.

There are numerous sporting organisations in New Zealand, each with their own separate structure, which are involved in some form or other with competitive swimming and aquatic sports. A number of these organisations have been through significant restructuring and reorganisation in recent years (e.g. Surf Life Saving and TriSports), while others have strong and effective organisations supporting their own sports (e.g. Water Polo and Synchronised Swimming). The Working Group found that there is no appetite within these various organisations to unite under one national sporting organisation, other than as may be required to meet international regulatory requirements, such as membership of Federation Internationale de Natation, which is achieved by SNZ via membership of Aquatics New Zealand.

2.2 PARTICIPATION STATISTICS

The 2011 Annual Report for SNZ reported 25,467 members, of which 6,161 were reported to be competitive swimmers (i.e. competed in recognised competitions at a Regional level or higher).

A further 8,647 were Club swimmers only competing in Club competitions. This does not include Learn to Swim swimmers.

Table 2.1 Total SNZ membership numbers and competitive swimmer numbers 2002 – present. (Source SNZ)

	Total SNZ Members	Competitive SNZ Members	Club Swimmers
2001	18,368	N/A	N/A
2002	18,218	7,024	7,470
2003	17,077	6,929	6,929
2004	16,103	6,989	6,013
2005	15,974	6,808	6,209
2006	20,111	6,575	6,203
2007	15,341	6,520	6,237
2008	18,973	6,400	7,616
2009	19,847	5,824	7,725
2010	22,202	6,510	8,028
2011	25,467	6,161	8,687

SNZ competitive swimmer numbers have steadily declined over the past decade. The increase in total SNZ members over the recent years has primarily been attributable to Learn to Swim participants becoming members of SNZ with approximately 2,000 in 2008, increasing to 7,136 in 2011. Club swimmers (non-competitive) have ranged from 6,000 – 8,700 during the past decade and have steadily increased year on year over the past nine years. Only competitive swimmers pay SNZ affiliation fees. Competitive swimmers now only represent 24.2% of SNZ reported membership.

Table 2.2 Total competitive membership (from largest to smallest Region) and LTS and Club members by Region for 2010/11. (Source SNZ)

Region	Competitive Swimmers	LTS Swim	Club Swimmers
Auckland	1,163	3,554	1071
Wellington	690	149	1213
Canterbury/West Coast	673	87	352
Waikato	673	344	947
Countries Mauakau	568	0	427
Hawke's Bay/Poverty Bay	394	56	219
Bay of Plenty	348	448	926
Otago	294	113	1070
Northland	275	439	234
Manawatu	212	189	352
Eastern Districts	193	296	238
Taranaki	185	732	443
Southland	184	625	659
Nelson/Marlborough	163	32	192
Wairapa	84	72	344
Wanganui	62	0	0

2.3 PERFORMANCE ON THE WORLD STAGE

The ultimate measure of success on the world stage is podium places for athletes, and for coaches, the number of athletes they have coached to the podium.

Competitive swimming today is one of the most progressive sports in the world. There are more countries than ever competing at a global level and more swimmers are winning medals from more countries than ever before. No sport is breaking more world records than swimming. At the Beijing 2008 Olympic Games, swimmers broke twenty-five world records and sixty-six Olympic records, leaving only a single previous Olympic record surviving. In terms of competitiveness at global level and the diversity of athletes winning medals at this same level, only track and field can compare. Swimming has moved faster and more aggressively than any other sport.

New Zealand has not won a World long course championship or an Olympic Games medal since Danyon Loader won two gold medals at the Atlanta Olympic Games in 1996.

After 16 years, Loader's Atlanta records in the 200m and 400m freestyle were finally broken by Matthew Stanley at the NZ Olympic Trials. However, to put these new NZ record times in perspective, these once world record times now rank as the 53rd and 35th fastest individual swims in the current four-year London Olympic cycle.

In competitive swimming's history, any nation that has been dominant in world swimming has become so due to coaching excellence and the strengths of Clubs.

For SNZ's High Performance program, the two key international events are the World Championships and the Olympic Games.

However during the Review, the 16-strong London 2012 Olympic team was selected. This is the largest New Zealand team in history to qualify, despite qualifying times being harder than ever and the current dysfunction in the sport around them.

The concept of using sports alumni is not new. It involves engaging with past members of the sport (swimmers, officials, coaches, followers and supporters) to ensure they are officially linked to the sport to add value, knowledge and other dimensions. Alumni can participate in activities such as promotional activities to assist in raising the profile of and growing the sport, mentoring existing athletes in the sport, and to help with fundraising in the sport. While SNZ has life members, the concept of engaging with, formalising relationships with, and leveraging alumni has been unstructured and underdeveloped. SNZ alumni spoken to during the course of this review claim they have offered to assist SNZ in recent times and have been thanked but told by SNZ there is nothing for them to do.

Several years ago a number of alumni tried to establish a formal alumni structure but this never got off the ground.

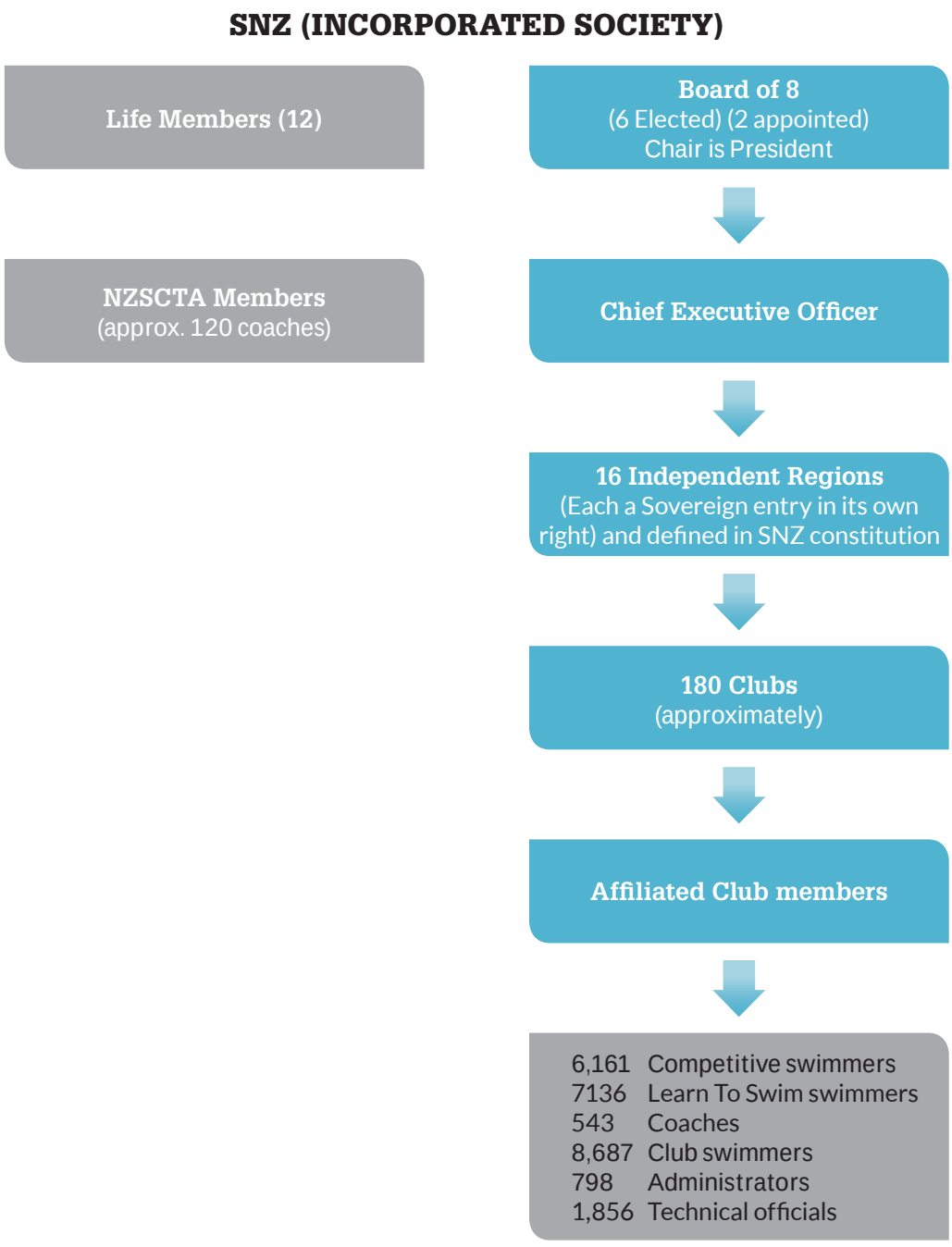
2.4 PARTICIPANT PROFILE

In the absence of an up to date and appropriately structured database, SNZ cannot provide information on swimmer demographics (i.e. profile by age, sex, social background and ethnicity). SNZ has never asked for ethnicity or social demographic information, only the basic information required to process membership.

However SNZ reports that participants are principally European and from a mid-socioeconomic demographic. SNZ believes that the high 'user pays' costs of competitive swimming are a key factor influencing this profile. Similarly with many other sports, swimming faces the challenge of retaining swimmers when they reach their mid to late teens.

2.5 THE FORMAL STRUCTURE OF THE SPORT IN 2012

Figure 2.1. The existing structure of SNZ and associate organisations.



2.6 THE HISTORY OF SNZ

A full compendium of the performance achievements and key milestones for the sport 1890-2004 was published in November 2004. Critical organisational milestones in the evolution of SNZ are listed in Figure 2.2.

Figure 2.2 Critical organisational milestones in the history of SNZ

1880	The first swimming Club was formed (Christchurch Amateur Swimming Club).
1890	The New Zealand Amateur Swimming Association was formed located in Auckland. This was the original precursor to SNZ as it is known today.
1890	First men's national champions held. (Note first for women occurred 1912).
1896	National Association moved to Christchurch and in response a second organisation, NZ Amateur Swimming Association Reg, set-up in Auckland 1898.
1899	Eight provinces established with equal voting rights on national council.
1904	Amalgamation of the two "national" bodies.
1910	NZ joined Federation Internationale de Natation (organised international swimming was two years old).
1916	Swimming made compulsory in schools with pools.
1920	NZ competed at Olympic Games for the first time.
1956	North Island Secondary Schools Championship started.
1961	South Island Championships held for the first time.
1962	Pools "not less than 50m in length" introduced for national open championships.
1975	North Island Championships recognised.
1976	Resident delegates replaced by elected councillors living near Christchurch headquarters.
1979	International High Performance squad formed.
1983	Headquarters shifted to Wellington.
1988	New Zealand Swimming Federation formed replacing New Zealand ASA – included Diving and Synchronised Swimming.
1990	The five Federation Internationale de Natation aquatic disciplines operate as autonomous authorities.
1991	First Chief Executive Officer appointed.
1999	SNZ formed replacing New Zealand Swimming Federation.

While SNZ has strongly focused on competitive swimming throughout its evolution, it has always had a social and philanthropic commitment to teach children to swim. The responsibility for this has rested with the Clubs.

In the early 1970s the Volunteer Swimming Service was established to train swim instructors, many of whom were deployed to schools. Over time councils and private operations saw the opportunity to offer "user pays" learn to swim classes, competing with Clubs and school learn to swim programs.

2.7 THE NEW ZEALAND SPORTS ENVIRONMENT

Along with the changes experienced by the sport of swimming over the past 125 years, there have been significant changes in sport and activity offerings available to New Zealanders, and the demands on the lives of participants and their families and support networks.

Research undertaken by Sport NZ shows that:

- 80% of adult participation in sport and recreation occurs outside formal sport structures. The comparative figure for young people is 67%.
- The formal structure of most sports has remained largely unchanged from 50 years ago.
- There is a huge range of other delivery agents and virtual groupings besides formal sport structures.
- Competitive sport now has a greater diversity of interpretations and offerings.
- There is significantly increased range of competitors delivering higher levels of service.
- Participants and their families and support networks now want flexibility and choice and are often time poor.
- Many sports have locked themselves into a low cost, low value model.

Diversification in relation to competitive swimming has included the increasing strength of ocean swimming and triathlons, the social offering of Masters swimming, and other providers in the swimming space such as the introduction of private swim providers and local athorities moving into the Learn to Swim space (supported by significant funding from lotteries and support from the Drowning Prevention Council).

Simply put, the world has changed and unless traditional sports such as swimming can change to accommodate these trends, they will face the challenges of declining membership.

3 LEARNINGS FROM OTHER SPORTS

3.1 REFORMED NEW ZEALAND SPORTS

Over the past decade a number of New Zealand sports have undergone significant change in response to the changing environment in which they operated and/or difficult situations they were experiencing (including dysfunction amongst members, declining numbers, financial pressures, etc). Many of these sports needed improved leadership and this was achieved by changes to their governance structures and processes. These changes for New Zealand sports are summarised by sport in Appendix C.

The key trends resulting from these change processes in New Zealand sports have included:

- A move to increase the number of independent/appointed members of Boards.
- The use of Board appointment panels to evaluate and recommend candidates for election or appointment.
- A tightening up in the drafting of constitutions and the removal of provisions that more correctly belong in standalone documents, such as: the rules of the sport; staff appointments; budget and strategic plan approval; Board policies; committee Terms of Reference; etc.
- A reconsideration of where true ownership of the sport lies.
- Better focus on identifying key strategic goals and producing operational plans to implement them.
- Greater transparency within sports.
- Better decision-making.

Sport NZ has reported that the process of appointing (rather than electing) some Directors onto national sporting organisation Boards (which has been implemented by many sports) has resulted in a higher calibre of candidates with appropriate experience "putting their hands up" to be considered for these Boards. These candidates say they are prepared to do this because they now have confidence in the processes and the calibre of the resulting Board, and therefore the quality of the decision-making that will result, and that they will not just be a "lone voice" on the Board.

Anecdotally it is reported that the contribution from these members is making a very positive difference to the effective leadership and governance by the Boards of their sports.

3.2 THE MOWBRAY REPORT

In 2011/12 Sport NZ commissioned an external evaluation by Gryphon Governance Consultants (the Mowbray Report) to enable identification of lessons learnt from recent change processes undertaken in seven sports in New Zealand. The report focussed primarily on implementation effectiveness – "have the changes made a difference?" – and "what was critical in enabling the benefits of change to be realised?". Some of the change projects were driven by a desire from within the organisation itself to improve while others were forced upon the sport concerned because of financial pressures, internal problems, political difficulties or other similar types of issues.

The underlying rationale for the sports undertaking changes was to improve and strengthen the development and delivery of their sport throughout New Zealand. The review found that to a greater or lesser degree all the sports reviewed had achieved their aims.

Key findings were:

1 Any change process must both engage with and engage all those involved in every facet of the sport, from the noisy obnoxious ones to the quiet volunteer who turns up every Sunday to clean the Clubhouse toilets. The engagement of the sports population in the process of change is critical.

2 Structural changes within an organisation are not enough. There must be a corresponding behavioural and cultural change as well. Without these elements, structural changes alone will not succeed in producing better outcomes.

3 Credibility and trust are two attributes that are critical for people in a sport to participate in the change process. These two attributes are also critical to behavioural and cultural change. If the leadership of an organisation is not viewed by its members as credible and trustworthy, the sport may as well not embark on any change process, as it will not succeed.

4 Credibility and trust are earned. They take time and effort on the part of the leadership (Board and executive) of the organisation. One of many ways to become credible and earn trust is to be honest and transparent in all communications and dealings with members, stakeholders, etc.

5 The use of language plays an important role in gaining the trust of members and stakeholders. Leadership should avoid using possessive language, e.g. 'own' and 'control'. Instead, the language should be inclusive, e.g. 'our' and 'members' etc. Possessive language was identified as a contributor to distrust.

6 Credibility is reduced or lost when promised benefits or actions do not eventuate. The non-achievement of what has been promised is not the key issue; rather, leadership loses credibility when nobody fronts up to explain why promised benefits or actions were not achieved, and what remedial actions or plans were in place to deal with the problem.

7 It is imperative that the organisation has an agreed core purpose and a clear view of what a sustainable organisation looks like. A core purpose is the reason the organisation exists. The identification of a well-defined core purpose of an organisation which is agreed upon by the organisation's members and stakeholders will help to minimise disagreement on what the organisation should be doing.

8 Resource allocation and procurement were two key issues for the sports reviewed. Developing and agreeing strategic plans and outcomes without paying sufficient attention to the associated need for planning for the human and other resource requirements is an issue. All strategic plans and organisational change processes should be accompanied by a resource planning and allocation document. Organisations undertaking change need whole of sport funding that is guaranteed for up to five years against agreed plans and outcomes. Sports should be free to move funding between different areas without restriction, so long as the agreed plans and outcomes are being achieved.

9 Organisations need to understand the following questions and to ensure their future modus operandi address the answers.
   - Does the organisation's historical delivery model fit with the changing needs of not only the current members and constituents, but also the new casual/informal member/participant?
   - If not, is the proposed model right for delivering the sport in a changing world?
   - Alternatively, does the organisation need to radically change the way it views its historical membership and constituents and their needs, compared with those of the casual/informal participant?
   - If so, what would an ideal model/models look like?

10 Volunteer engagement and management are the most critical levers for success or failure in any change process in a sports organisation. Open and transparent communication should be the watchwords of all sports organisations when communicating with volunteers and members.

11 Poor leadership was the cause of a number of issues in the organisations reviewed. Significantly, problems in the sports reviewed could be attributed to poor Board leadership. Board leadership and in particular the Chairman's role were identified as critical to the success of the change process. Placement of a suitably experienced Director who can fulfil the role of Chairperson in an organisation undergoing change adds real value to that organisation.

12 The sports reviewed had differing levels of sophistication of planning for the various implementation change stages, e.g. consultative and implementation. In the majority of the sports reviewed, either the consultative or implementation phases were not well constructed or sufficiently detailed. This lack of detailed planning caused conflict. It created fear and mistrust within the membership which led to costly delays.

During the course of this Review, the Working Group found much evidence that the findings summarised above were relevant and had application to SNZ and the sport of competitive swimming. To a greater or lesser extent, the problems identified were present within SNZ and its stakeholders. As a result the Working Group found that the analysis provided in the Mowbray Report provided valuable assistance and perspective in understanding the problems discovered within SNZ.

3.3 SWIMMING AUSTRALIA

In addition to the Mowbray Report, the Working Group sought external comparisons from within the sport of swimming, by reviewing the structure of Australia, one of the world's preeminent and most successful countries in competitive swimming.

Comparisions between the structure and performance of the peak sporting bodies for both Australia and New Zealand are relevant in assessing the issues facing SNZ, and provided a useful point of reference for this review, since many of the issues faced by SNZ have arisen, and have had to be addressed, by Swimming Australia.

The vision for Swimming Australia (the national sporting organisation responsible for the promotion and development of swimming in Australia at all levels) is:

"Swimming seeks to become Australia's leading sport through increased participation, continued outstanding performance and commercial excellence"

Swimming Australia has 100,000 members and just over 1,100 swimming Clubs.

Swimming Australia had just completed an independent governance review undertaken by KPMG and was about to publish its refreshed 2011-16 strategic plan at the time of the New Zealand Review.

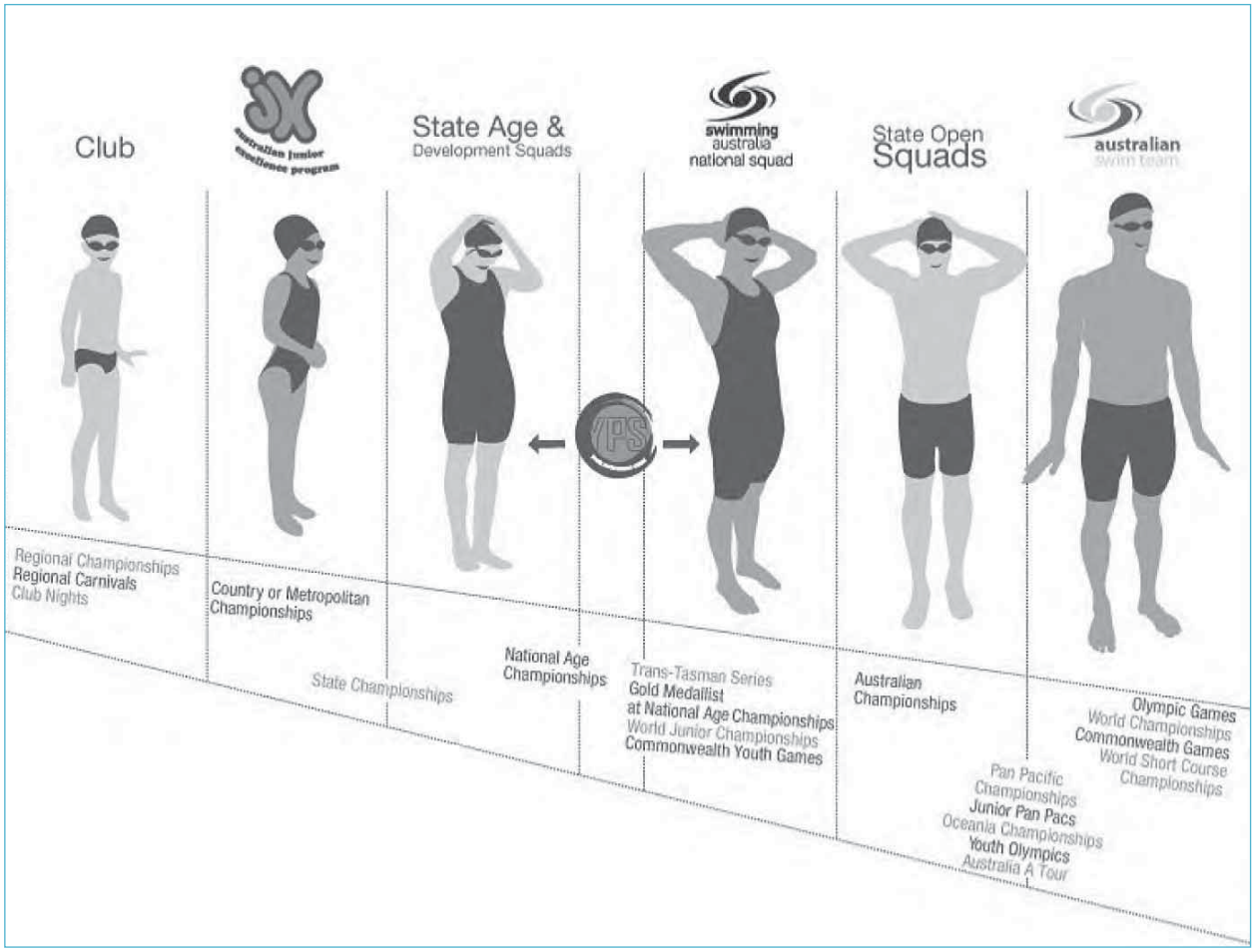
Swimming Australia has a strong track record for "world stage" performance, walking away with 54 medals at the 2010 Delhi Commonwealth Games (the meet high), and 20 medals at the 2008 Beijing Olympics , and is recognised for a long legacy of Olympic success.

Swimming Australia offers a comprehensive range of services (www.swimming.org.au) to the sport including;

1 The Australian Junior Excellence Program, which recognises rewards and encourages junior swimmers who, through their development of aquatic skills and fitness, achieve a high standard of swimming excellence.
2 The Australian Youth Performance Squad initiative designed to reward swimmers aged 13-18 for their performance in the pool.
3 Swimming Australia is currently exploring research opportunities to better develop programs and procedures to assist in retaining and acquiring more swimming Club members in the demographic of 13 to 18 years of age.
4 The Women in Swimming Rural Coaching Scholarship is a partnership between Swimming Australia Ltd and the Australian Swimming Coaches and Teachers Association imed at providing quality opportunities to women and increasing the number of female coaches in Australia.
5 Australian swimming coaches gain their accreditation through a multi-level competency based training system. Swimming Australia belongs to the National Coaching Accreditation Scheme of the Australian Sports Commission. The National Coaching Accreditation Scheme sets national guidelines for the development of course structures and pathways for recognition of coaching qualifications.
6 Swimming Australia and its stakeholders have a number of programs and services available to assist Clubs with member recruitment and retention, Club development and officiating and coach development. This includes supporting Clubs and measuring their performance across five key areas
   - Membership
   - Administration
   - Activities
   - Coaching and officiating
   - Marketing and promotion

   It is a key strategic priority of Swimming Australia Limited to ensure that Clubs continue to develop and excel.
7 The Swimming Australia Ltd Centre of Excellence provides a world-class environment with the best coaching for Australia's most talented and best-performing swimmers.
8 The development pathway for Australian swimmers is well developed and shown in Figure 3.1.

Figure 3.1 The Australian development pathway



The scope of Swimming Australia does not include Surf, Tri, or Learn to Swim. The organisation has the role as coordinator of water competitive sports for the Federation Internationale de Natation (i.e. the equivalent role of Aquatics New Zealand) but beyond submitting paper work etc, it has no directive involvement in these competitive organisations (e.g. Polo or synchronised swimming) with each having its own organisation and managing its own sport in an autonomous way.

Swimming Australia is in the process of finalising Partnership Agreements (i.e. operational Memorandums of Understanding with collaboratively agreed Key Performance Indicators) with each State Association which will be used to drive better communication and role clarification. Swimming Australia is also implementing a different sponsorship funding model where it will be sharing some of its sponsorship dollars with stakeholders to help them achieve their objectives based on Memorandums of Understanding.

Most State Association Constitutions mirror the Swimming Australia constitution. The core purpose of Swimming Australia is High Performance competitive swimming – Swimming Australia sees the sport as being responsible for "recruiting people into the sport".

Swimming Australia is seeking closer alignment with, and to "be interested in" recreational water activity in order to reach in and recruit participants into their own sport. As an organisation, Swimming Australia is not involved in the delivery of these recreational activities but looks to become more closely linked to organisations involved in these activities.

Swimming Australia does not deliver anything in the Learn to Swim space – this is owned, operated and controlled by private sector and commercial interests, with only a handful of Clubs offering their own Learn to Swim programs. Swimming Australia is encouraging Clubs to better link with Learn to Swim for talent identification and recruitment into Swimming Australia. At present Swimming Australia is preparing a new strategic paper which is included in their new strategic plan titled "Cradle to Grave". This document will higlight Swimming Australia's intentions and strategy for linking and forming a close relationship with the Learn to Swim industry. That is to say they intend to work with (not own, not operate) this industry. Swimming Australia still considers Learn to Swim to be the base of the pyramid of the swimming organisation.This focus is being supported by a new program which has been created to help Clubs grow and recruit swimmers from Learn to Swim programs. Key Performance Indicators for this new program have been set but it will be at least 18 months before it is clear whether this initiative is successful.

The coaches association has its own organisation called Swim Australia which has a "teach the teachers" Learn to Swim program – this is nothing to do with Swimming Australia.

4 SNZ TODAY

4.1 OVERVIEW

SNZ is the National Sporting Organisation for Swimming with a 125 year heritage. The structure supports a Board made up of elected members plus two appointed members, a Chair of the Board who is the President, a Deputy Chair who is the Vice President, a paid staff under the responsibility of the Chief Executive Officer, 16 Regions, each of which is a sovereign entity in its own right, and approximately 170 Clubs. SNZ is located in Pelorous Trust Sports House in Seaview, Lower Hutt.

4.2 STAFFING

SNZ currently employs 25.5 FTE of which 7 are employed in High Performance, 10.4 in Learn to Swim, 2 in Events, 3.1 in Member Services including coach development and 3 in management (see Appendix F).

4.3 FINANCIAL

In general the sport is in a satisfactory financial position, supported strongly by a 'user pays' modus operandi. The Regions are required under new Constitution to report their financial position to SNZ annually. With chasing most eventually do this, however as at May 2011 SNZ was still awaiting returns from four Regions with these returns only being finalised after information was requested by the Working Group. There is no common reporting format for Regions.

Appendix E summarises the financial performance for the Regions for the financial year ending 30 June 2011. The financial positions between Regions vary with twelve out of the sixteen Regions reporting a surplus. This said however Auckland (one of the largest Regions) reported a loss for both 2010 and 2011, and has limited cash reserves. The sixteen Regions had consolidated net assets in excess of $1.7 million at the end of the 2011 financial year with an approximate cash value of $1.3 million.

SNZ has made a surplus over the past four years on a turnover of approximately $4 million. However $1.6 million of this is ring fenced High Performance funding from Sport NZ. The financial performance is summarised in Table 4.1.

Notably, although recognising the difference in size of the two countries, SNZ falls well behind Australia where its national body achieved revenues of $18.4 million (AUD) and a surplus of $740,000 (AUD) in

2011. Swimming Australia also boasts net equity of $11.15 million (AUD), including $6 million (AUD) in cash reserves.[1]

1 (Ref pp 38,39,47 http://www.swimming.org.au/assets/console/document/documents/Annual%20Report%202010-11.pdf)

Table 4.1 SNZ Financial Performance 2000/2011

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Diff 00/11	
Affiliation Fees	250,779	241,410	241,080	240,888	230,945	262,481	254,418	249,573	245,863	238,968	270,617	288,712	**15.13%**	
Awards Dinner	-	-	-	-	-	-	-	-	-	-	62,937	67,467	**N/A**	
Events	47,958	61,040	74,486	67,855	116,767	132,098	137,125	134,973	196,205	190,101	202,176	139,652	**191.20%**	
Gaming / Grants	-	-	-	47,938	232,178	312,275	453,755	573,004	433,496	354,645	455,394	595,230	**N/A**	
Hillary Commission	105,704	101,000	101,056	-	-	-	-	-	-	-	-	-	**-100.00%**	
Interest	4,248	14,063	19,022	20,413	16,424	5,119	28,989	1,724	7,335	15,509	39,186	55,789	**1213.30%**	
Merchandise	-	-	-	-	-	-	-	-	-	42,068	52,653	32,593	**N/A**	
NZ Lottery Grants Board	-	-	-	160,000	-	-	-	-	-	-	-	-	**N/A**	
NZ Lotteries Commission	90,000	90,000	90,000	100,000	-	-	-	-	-	-	-	-	**-100.00%**	
Other	1,272	8,558	55,958	-	-	7,501	5,911	106,646	45,477	-	-	-	**-100.00%**	
Programme Fees	194,111	254,043	214,495	217,502	210,955	240,827	196,201	226,242	275,964	220,996	167,242	140,986	**-27.37%**	
Rewards Incentive Scheme	-	-	-	-	-	-	-	-	-	30,326	29,959	22,500	**N/A**	
Sparc - General	-	-	-	456,777	510,000	1,222,411	2,307,812	155,066	143,149	46,851	35,509	-	**N/A**	
Sparc - HP	-	-	-	-	-	-	-	1,381,667	1,365,000	1,506,233	1,619,085	1,537,465	**N/A**	
Sparc - WOS	-	-	-	-	-	-	-	82,500	101,250	150,000	150,000	110,000	**N/A**	
Sparc - PEGS / PMS	-	-	-	-	-	-	-	350,835	295,224	275,926	234,334	315,373	**N/A**	
Sports Foundation	253,000	247,903	303,172	-	-	-	-	-	-	-	-	-	**-100.00%**	
Sponsorship	42,500	23,963	34,469	42,538	18,337	18,000	13,158	99,192	112,544	22,680	27,868	695,268	**1535.92%**	Note: Includes State in 2011
User Pays	135,137	98,567	123,616	123,266	115,423	17,706	7,312	108,274	179,530	282,452	264,341	157,458	**16.52%**	
WSNZ	185,308	192,655	214,000	50,000	247,775	230,000	230,000	218,002	205,194	229,800	173,937	-	**-100.00%**	Note: None received 2011
	1,310,017	1,333,202	1,471,354	1,527,177	1,698,804	2,448,418	3,634,681	3,687,698	3,606,231	3,606,555	3,785,238	4,158,493	**217.44%**	
Expenditure	1,308,195	1,273,883	1,408,888	1,432,624	2,002,327	2,396,829	3,666,944	4,018,015	3,372,981	3,335,862	3,695,967	4,124,266	**215.26%**	
Surplus / Deficit	1,822	59,319	62,466	94,553	-303,523	51,589	-32,263	-330,317	233,250	270,693	89,271	34,227	**N/A**	

NOTE:

1 Other sponsors include Arena, Mayfield Pools, Christchurch City Council, Taupo District Council
2 Event incomes is made up of competitor entry fees per event and event admission sales
3 User pay income is received from swimmers a) travelling on international tours, b) attending camps in NZ (some are fully subsidised and some are part subsidy)
4 Program fees (LTS course fees) are derived from fees from General Public and/or commercial swim schools and swim clubs to attend ASTA, Early Childhood, Teaching with Disabled Adults educational courses along with income from Nanny Colleges etc for training courses

As of 30th June 2011 SNZ had net assets of approximate $400,000 with a total cash value of $300,000. The annual wages and salaries cost for SNZ in the 2010/11 financial year was $1,880,248.

SNZ receives affiliation fees from members (collected via Regions) plus 'user pays' fees for swimmers participating in SNZ events and competitions. Swimming NZ is budgeting to receive $270,025 from the Regions in 2012/2013. This revenue is based on 181 Clubs at $111.30, and 6247 competitive swimmers at $40[2]. The Clubs pay these fees over three periods during the year.

These fees have increased over the past 10 years from $25.00 per competitive swimmer and $10.00 per Club in 2003/07, to $35.60 for each competitive swimmer and $100.00 for Clubs in 2007, and again increased to $40.00 for a competitive swimmer and $111.10 for Clubs in 2008. In 2010 the fees increased only to the extent required to cover the increase in GST from 12.5% to 15%.

In the 2011 Annual Report, affiliation fees accounted for only 7% of SNZ income. Of the 25,467 members recorded in the annual accounts only 24.19% (6161) pay an affiliation fee to SNZ, whist the Regions are likely to receive an affiliation fee from approximately 60% of the members (14,848 Club and competitive swimmers). The Regions collect these fees on behalf of SNZ, but do not pay an affiliation fee to SNZ in their own right.

Table 4.2 SNZ income affiliation fees

Year	Income Affiliation on Membership Fees
2005	262,481
2006	254,418
2007	249,573
2008	245,863
2009	238,968
2010	270,617
2011	288,712

Affiliation fees have only grown by 10 % over the period 2004/5 to 2010/11.

The financial summary shows the loss of Water Safety New Zealand (i.e. Lotteries Commission) funding for Learn to Swim in 2011 and the gaining of State Insurance sponsorship for this activity in 2011. In the absence of State Insurance funding SNZ will need to secure new sponsorship and funding associated with its competitive properties, leveraging its database and other activities to maintain financial viability.

[2] All figures quoted in this and the next paragraph are exclusive of GST.

Over the past ten years Sport NZ has invested $16 million in SNZ of which $11 million was for High Performance

Table 4.3 Sport NZ investment over the past ten years

General/sport development/community sport	**$1771, 320**
High Performance	$10,801,667
Events	$83,994
Capability	$444,500
PM Scholarships	$290,287
Performance enhancement grants	$2284,574
Coaching	$225,000
Other	$30,000
	$15,931,342

4.4 STRATEGIC PLAN

SNZ's strategic plan 2009-2012 has not been refreshed. The previous strategic plan had 5 goals, with performance indicators for each goal. The purpose of SNZ as articulated in the strategic plan is 'to develop, promote, govern and lead swimming in NZ'. The values driving the organisation are: open and honest, delivers on promises, fairness and respect, passionate about excellence, best practice and achieving world class results, team and collaboration, ownership and accountability.

4.5 FEDERATION INTERNATIONALE DE NATATION/AQUATICS NEW ZEALAND

The international body for competitive swimming, Federation Internationale de Natation, does not recognise the individual aquatic sports, being SNZ, Diving New Zealand, New Zealand Water Polo, New Zealand Masters Swimming and New Zealand Synchronised Swimming. These organisations have formed Aquatics New Zealand to represent themselves at the Federation Internationale de Natation level. Aquatics New Zealand meets annually. It is an administrative organisation only. A representative normally attends Federation Internationale de Natation Congress/World Championships biennially.

4.6 THE NZ SWIMMING TRUST

An autonomous incorporated society was established in 1989 to provide grants to competitors and members from swimming, diving and synchronised swimming. The trust has capital of over $200,000. The trust is concerned that competitive swimmers now have to contribute not only to their own travel overseas but also for the costs of their coaches and team managers.

4.7 NEW ZEALAND SWIM COACHES AND TEACHERS ASSOCIATION

The New Zealand Swim Coaches and Teachers Association is an organisation representing professional swim teachers, coaches, and providers across New Zealand. It has 5 different membership categories including Coaches, Teachers, Non Qualified Coach/Teachers, and Associates (NZ and International.)

The New Zealand Swim Coaches and Teachers Association is an Incorporated Society promoting and fostering excellence in swim coaching and teaching in New Zealand. It is dedicated to creating opportunities for swim coaches and teachers to enhance their knowledge and levels of expertise. The organisation is run by swim coaches and teachers for swim coaches and teachers. Currently only approximately 120 of the over 500 coaches are members. This is reportedly due to the perceived limited value and processes associated with completing police checks required for members working with young children designed to safeguard clients in swim schools and intended to align with requirements for anyone employed in child education. The New Zealand Swim Coaches and Teachers Association has aspirations to play a greater role to support the development and growth of swimming in the future. Opportunity exists for SNZ and the Association to work more closely together but no formal operational relationship exists at this time.

4.8 RELATED ORGANISATIONS

There are numerous related organisations in the swimming space, including Masters Swimming, Diving, Synchronised Swimming and Water Polo. These all have their own independent organisations and see themselves as catering for different groups and needs compared to SNZ. There is no appetite within these organisations to merge with SNZ. Related sports include Surf Lifesaving, Triathlon and Ocean Swimming, all of which are willing to consider partnering with SNZ to achieve their mutual aims. However to date this has happened with limited success, with disagreements occurring regarding roles and funding/sponsorship.

The Learn to Swim/water safety space has a number of players including the Drowning Prevention Council (convened by ACC), Water Safety NZ and Water Safe Auckland. The relationship between Water Safety New Zealand and SNZ is completely dysfunctional with duplication of service provision and competition for funding occurring.

4.9 GOVERNANCE AND MEMBERSHIP

Current members of SNZ are deemed to be: all member of Clubs; members of the New Zealand Swim Coaches and Teachers Association; life members; and other categories as determined by the Board of SNZ from time to time (there are none at present).

The Regions and New Zealand Swim Coaches and Teachers Association are the voting college for the AGM, with 1 vote per organisation plus a further vote per 500 members to a maximum of 25% of the vote for any one body. Regions are not members under the current Constitution.

4.10 CONSTITUTION

The current Constitution includes:

- A Board of 6 elected Directors (who are SNZ members) and up to 2 appointed Directors (based on skills and knowledge).
- Board appointment of the President and Vice President.
- Regions are defined in the Constitution (and colours). Regions control Clubs and provide database information to SNZ.
- Members include all Club members, members of New Zealand Swim Coaches and Teachers Association, life members and other categories as determined by the SNZ Board. Clubs can only be an affiliated member if greater than 50 members.
- Voting provisions related to members.
- Operational matters including – blazers, honours and awards, colour, doping, rights to compete etc.

4.11 LEARN TO SWIM AND THE ISAAC REVIEW

SNZ has philosophically been committed to Learn to Swim since its inception 125 years ago. At present Clubs choose to deliver Learn to Swim programs – some do, some don't. If they choose to be involved the swimmers / their families pay a fee for the classes.

SNZ's involvement in Learn to Swim is not related to the delivery by Clubs. SNZ's involvement in Learn to Swim is through the provision of a 'Teach the Teachers' program which is registered on the New Zealand Qualifications Authority qualifications framework. Teachers can eventually receive a diploma in swim teaching. This is not the only 'Teach the Teachers' program offered in New Zealand, with Water Safety New Zealand offering a program, as well as some providers running their own programs. Fourteen of the New Zealand city councils use the SNZ program. There are 9 staff in Learn to Swim within SNZ and many work remotely from the SNZ head office. Feedback from swim schools and the sector regarding the SNZ program is very positive and the program 'adds value' in the drive to keep more New Zealanders safe in the water. Clubs could continue to offer Learn to Swim programs as they do now whether or not SNZ continues to provide the "Teach the Teachers" program.

At the time of the Review Alan Isaac was also chairing a separate Independent Review of Swim and Survive Programmes. The Working Group met with Alan Isaac and his Project Manager and was apprised of their progress. Within the water safety sector, there have been ongoing issues about the lack of collaboration, fragmentation and duplication of programs. Particular areas of tension are water safety education and swimming programs ('swim and survive programs').

Since 2010, there have been ongoing discussions between funders of the water safety sector (ACC, Sport NZ, ASB Trust, and the secretariat of the New Zealand Lottery Grants Board) about how to ensure collaboration across the sector for funding and delivery of water safety initiatives. In late 2010, these organisations sent a letter to water safety organisations about their expectations for a collaborative approach to funding and delivery of water safety initiatives, and alignment with the drowning prevention action plan.

Concerned about this duplication of effort and inefficient use of resources, the Drowning Prevention Council identified the need for an independent review of swim and survive programmes and asked ACC to undertake this work on their behalf. Sport New Zealand agreed to support the review. Alan Isaac was appointed to lead the review, supported by UMR Research.

The review was been completed and was released on 14 May 2012.

The issues and recommendations are grouped into four themes:

i The Government's role.
ii The Project Review Team process for supporting applications to the New Zealand Lottery Grants Board Committee.
iii Collaboration and strategic direction.
iv Operational issues.

The report supported the positive program provided by SNZ but focused on how to get better cohesion, leverage, collaboration and peformance out of those involved in the swim and survive sector.

The report also concluded that schools have low awareness of the organisations involved in providing water safety education but have a high level of commitment to providing opportunities for Swim and Survive instruction at their schools.

4.12 HIGH PERFORMANCE AND COMPETITION PATHWAYS

Numerous reviews have been undertaken in the High Performance space for swimming, including post Olympic and Commonwealth Games reviews, and a review by Chris Ineson undertaken in 2011 which led to the resignation of the General Manager of Performance and Pathways for the sport. However what was evident to the Working Group was that the area of High Performance was plagued by the lack of a sport agreed High Performance strategy, with perceived conflicts of interest, perceived nepotism, poor processes in recruitment, poor disciplinary procedures, and the establishment of ad hoc initiatives undermining confidence and support by the sport in this area.

This said existing coaches in the High Performance area have done an excellent job of "putting their heads down and coaching and supporting their swimmers", with the biggest team ever selected for the 2012 London Olympics. This is despite the disruption in the sport throughput 2011/12 leading up to and during the Review.

5 PREVIOUS REVIEWS

5.1 OVERVIEW

A common theme heard during the Review consultation is that the sport and SNZ has had numerous reviews in the past, but nothing is ever implemented. The handling of the 2011 Ineson review was considered to be particularly damaging to the sport by some.

Recent governance and capability reviews completed for SNZ have included:

- High Performance and post Olympic and Commonwealth reviews (including the 2008 Sweetenham Review, the 2005 Ineson Review and the 2011 Ineson Review).
- The Organisational Development Tool Review in 2010.
- The Vanguard Review initiated by the SNZ Board but aborted.
- Various program and facilities reviews.

Contemporaneously with this Review, Alan Isaac was chairing the Independent Review of Swim and Survive. (See Chapter 4 SNZ Today).

The review Working Group considered all of these reviews. Some were about specific strategic areas under the responsibility of SNZ and others were about organisational performance. There was significant evidence that the level of transparency within the sport in relation to these review processes, their recommendations, and the implementation of the recommendations was variable.

The strategic reviews relating to High Performance, program design and delivery (including coaching), and facilities have critical findings for the sport to consider and address but these will not be summarised here. However, they do need to be addressed and actioned by the sport in the near future and should be considered when the sport prepares a "whole of sport" strategic plan. (See Chapter 7 Way Forward and Recommendations). That said there is an urgent need to finalise the appointment of the new High Performance Director for SNZ to manage key strategic decisions pre and post the 2012 Olympics.

Key themes raised in recent reviews relating to organisational performance are summarized as follows.

5.2. THE ORGANISATIONAL DEVELOPMENT TOOL REVIEW 2010

The Organisational Development Tool review carried out by SPARC in 2010 on behalf of SNZ reported:

- An overall score of 48/100 ("developing").
- Strengths in finance, governance practice, events and competitions.
- Weakness in stakeholder planning and strategic alignment (SNZ – Regions – Clubs, and place/linkages in broader swimming market).

Key recommendations from the Organisational Development Tool review were that SNZ needed to:

- Develop a stakeholder management plan.
- Develop a sport-wide purpose and values.
- Broaden the assessment process for the Chief Executive.
- Expand the scope of the Annual Plan.
- Develop a deeper understanding of the wider market.
- Implement a mechanism for regular stakeholder feedback.
- Align planning through the structure.
- Complete and action the marketing and communications plan.
- Create an employee handbook.
- Future proof the new member management system.
- Create a knowledge sharing system.

5.3. THE 2008 SWEETENHAM REVIEW

The Sweetenham Review commissioned in 2008 was focused primarily on the High Performance competitive area of SNZ. However as the High Performance area is interrelated with many other areas the report did cover matters outside High Performance.

The key findings for areas outside High Performance requiring attention were:

- SNZ leadership.
- Role clarification for all positions within SNZ.
- Transparency of selection policies, pathways for athletes, pathway/approval of policies/teams etc.
- Improved expense claim process supported by better budget planning.
- The need for a facilities strategy for the sport.
- Improved sponsorship/funding to support the growth and performance of the sport.

5.4. THE 2005 INESON REVIEW

This review was undertaken to consider the capabilities of the Regions and SNZ and recommended a delivery mechanism for the sport for the future. The key finding from the review was that the status quo of the 16 Regions was not viable long term and that change was needed. The report noted that the sport is a "sleeping giant" waiting for the right combination of opportunity and preparation to bring it fully to life. Ineson calculated SNZ's share of the total number of swimmers to be less than 1% and he believed "with the right strategies it should be able to grow to a minimum of 10% over time. The scope is enormous…".

Key recommendations from the 2005 Ineson review were:

- A "whole of sport" strategy was needed to include improving capability and resources of Clubs.
- SNZ to be a resource centre for Clubs, Regions, schools and local communities.
- The 16 Regions be replaced by 4 districts achieved by merging the 16 Regions (with associated recommendations to support the implementation of this).

However, in 2012 the 16 Regions still remain. Clubs receive minimal support from SNZ and the strategic plan for SNZ has expired.

5.5. PROJECT VANGUARD

The ill-fated Project Vanguard was initiated in 2008 at the request of SNZ members to review the sports structure and service delivery model. A six member 'project team' was established comprising Board member's and representatives from the sport to conduct a grass roots capability review, and subsequently identified 10 different operating models for service delivery.

The initial implementation of Project Vanguard resulted in significant mistrust and dysfunction within the sport. Some members believed that the outcomes were predetermined, however research identified significant inadequacies with the project implementation process under the control of SNZ. Eventually in 2011 the "One Team" model was recommended out of the Vanguard project, whereby area offices would be established, with 'Club Development Officers' to support Clubs and volunteers within clusters of Regions. The One Team model was placed on hold at the 2011 AGM pending the current Independent Review.

ace
SWIMMING CLUB
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6 REVIEW FINDINGS

6.1 OVERVIEW

Stakeholders internally and externally took part in one-on-one interviews and provided written submissions to the Working Group on the basis that their individual submissions and views would remain confidential to the Review Working Group and any views expressed in the Report related to feedback received would be summarised into common themes. Individual submissions or comments would not be identifiable or attributed to the persons who made them. Appendix B lists:

- The persons consulted;
- The persons and organisations that made submissions;
- The questions asked in seeking feedback; and
- A summary of the written submissions.

The feedback from all sources (both written and one-on-one submissions) was very consistent, which was particularly notable given the wide range of persons surveyed.

A second round of submissions was received following the presentation of the final Draft Recommendations in 6 centres across New Zealand from 18 to 20 May. Aside from an orchestrated campaign initiated by staff members of SNZ against the recommendation regarding the 'teach the teachers' programme, the submissions were overwhelmingly supportive of the proposed Recommendations.

6.2. WRITTEN SUBMISSIONS

The key themes arising from the written submissions were:

i *That quality leadership is lacking* within SNZ, from both the existing Board and the then Chief Executive Officer of SNZ and this problem needs to be addressed promptly and decisively, with strong and transparent leadership and governance of SNZ required. Solutions were suggested.

ii *There is an essential need for clarity of purpose for SNZ* for 2012 and beyond. This was a view held by almost all submitters, however views ranged on what that purpose should be, from undertaking everything (i.e. all aquatics, and Learn to Swim), which was a very minority view; to competitive and Learn to Swim; to just competitive swimming, with a significant majority favouring the latter. There was a strong view that SNZ must fulfil its primary purpose instead of being distracted by chasing funding and cross-subsidising its activities from that funding. While funding is crucial to professional sport it is an enabler, not a primary purpose in its own right.

iii *There is an essential need for a multiyear 'whole of sport' strategic plan* with measurable milestones, and with achievement reported regularly and transparently to the whole sport.

iv ***There is a need for clarity around the definition of members, and voting.***

v ***There is a need for the sport to develop strong and effective linkages between SNZ, Regions and Clubs*** – 'doing' in swimming is done on the ground, at a Club or Regional level, with a large volunteer contribution and the support of these volunteers must be maintained. Some submitters advocated top down control, some advocated bottom up control, but all agreed that the sport has failed to ensure that the necessary links and relationships for success have been built or maintained.

vi Swimming must move away from a "what's in it for me" culture, to a *"working together to grow the sport"* culture.

vii ***There is a need for greater clarity about the role of the Regions*** with a wide variety of views on the number of Regions and limited support for forced amalgamations or mergers.

viii *SNZ must not duplicate what others do in the sport of swimming and Learn to Swim.*

ix A ***strong, effective and inclusive High Performance strategy is needed.*** Ideas for improvement/change were given.

x *More effective and innovative competition pathways are needed* (including the creation of pathways which address age group needs and the competitive swimmers who do not meet the 'cut' times). Various solutions were suggested. Competition calendar coordination and advanced planning is also needed.

xi ***Coach development, coach pathways and coaching quality/approach needs to be a core service for SNZ*** (including coaching solutions for different age/ability groups).

xii *A sport-wide database is essential.*

xiii *Numerous operational issues for SNZ require addressing* including:

- a SNZ must have strong, transparent and effective processes and systems, which are adhered to, and not subject to capture or hijack by those with personal agendas.
- b SNZ must have effective on-going communication/relationship management/consultation internally and externally (e.g. with Water Safety New Zealand).
- c The recommendations of reports and reviews, once adopted by the sport, must be implemented.
- d Administrative assistance and support is needed for Clubs, such as standardised templates/forms, online registration systems, etc. Clubs must focus on core business.
- e Systems should be streamlined to minimise double handling, duplication and cost within the sport.
- f Better SNZ website required.
- g Sport attraction and retention strategies need to be implemented (many suggested where the problems lie and how to address them).
- h Fees paid to SNZ must be relevant and provide value for money.
- i Strong marketing/promotion function needed within SNZ.
- j The sport needs to embrace technology.

xiv A contemporary and best practice *unambiguous Constitution is needed*.

6.3. ONE-ON-ONE CONSULTATIONS

One-on-one consultations were held in person or by phone by the Chair and/or the Project Manager (on behalf of the Working Group). Notes from these interviews were kept and shared with members of the Working Group (unless requested not to do so by the interviewee, which occurred on less than a handful of occasions). The parties consulted put considerable time and effort into making themselves available for and preparing for these meetings. All people the Working Group encountered during the course of this Review passionately believed in the sport, the place it should hold in the New Zealand sporting psyche, and the potential for growth and performance in New Zealand and internationally.

There were a number of persons consulted from within the sport who were prepared to actively participate in the consultation but noted that they were "sick of the dysfunction and politics" in the sport, so much so that they had retreated into their own areas to "get on and do our own thing despite SNZ".

There was strong agreement on what issues need to be addressed but the solutions offered (when provided) were wide ranging, and in many instances no solutions were offered. Many of the issues raised were similar to those identified through the written submission process (refer above).

A key feature of the one-on-one consultations was a deep seated scepticism that anything would actually change within the sport following this Review, because of the inertia that has been observed following previous reviews. The sport and SNZ has a track record of undertaking reviews and not implementing the recommendations.

6.4. FINDINGS

6.4.1 STRENGTHS

The written submissions, consultation meetings and background research confirmed the following strengths within the sport. These must be harnessed for the future:

a **Passion and commitment by those involved with the sport.**
The discipline of the sport of swimming itself (training intensity, early starts, technical discipline, etc.) seems to attract and support strong, focused, dedicated personnel, who are deeply committed and passionate and will willingly put time and energy into the sport. Many of these people are happy to 'put their heads down and get on' in the areas that they see that they can add value.

b **Excellence in running competitions at all levels, noting that these are people-intense and require dedication and commitment from the strong volunteer base.**
Competitions are people-intense events which require significant volunteer support to ensure efficient, timely delivery, and safe and strong pastoral care of swimmers, within an environment which demands detailed and accurate technical execution. For a National competition 'meet' such demands can require the services of over 100 volunteers. The sport has shown that it is able to marshal this support for Club, Regional, and National competitions. SNZ is recognised for the seven events it runs for the sport. These are generally well managed, including the formal planning and contract processes used between SNZ and the Region hosting the event.

c **Quality technical officials and disciplines in the technical area including the appointment process for the Technical Advisory Committee.**
The Technical Advisory Committee has a cornerstone role in the sport. The Technical Advisory Committee is responsible for oversight of the rules that underpin the sport and for ensuring alignment with Federation Internationale de Natation rules and requirements. The SNZ Board appoints the Technical Advisory Committee and this process runs smoothly and results in people with the right skills and experience being appointed and the work and functioning of the Committee being respected.

d **Generally positive financial performance in Regions and Clubs.**
Swimming in Regions and Clubs with its "user pays" culture, relative success accessing trust funds/sponsors, prudent financial management and strong input from volunteers, is in satisfactory financial health compared to other sports. However examples were identified at the SNZ level where some of this funding is at risk due to the lack of an agreed sponsorship/funding management plan being adopted and owned by the sport, and cross subsidisation using sponsor funds. However, potential upside were also identified, including leveraging off a single database once it is developed (this has to be mandatory across the whole sport), and reviewing properties and sponsorship arrangements.

e **An Alumni wanting to 'give back' and make a difference.**
Alumni from across the sport continue to hold a very strong affinity with the sport and many spoken to feel grateful for the opportunities the sport created for them personally, both in terms of their own swimming related achievements and the personal growth and development that resulted from their involvement with the sport.
Opportunities raised by alumni with the Working Group included:
- Contributing funding directly and through their own business activities and/or organising of an appropriate endowment fund;
- Being mentors to people involved with the sport now;
- Being available as role models and for promotional purposes to help grow the sport; and
- Providing input into policy/workshops etc. to help develop policies and programs for the future.

f **Strong awards recognition events.**
The national awards selection process and awards ceremonies, subject to cost, are recognised for their integrity and are valued by the sport. They are seen as important to celebrate heroes and contributors to the sport, and to positively profile the sport externally. Regions are actively involved in this area and their events are also valued.

6.4.2 AREAS REQUIRING SIGNIFICANT CHANGE IDENTIFIED FOR THE SPORT

Key areas identified from the written submissions, consultation meetings and background research by the Working Group, which require significant change are:

a **Poor SNZ leadership from the Board**.
The ultimate responsibility for the issues identified by the Working Group must rest with the Board of SNZ as they have the responsibility for setting the strategy for the sport, and for monitoring operational implementation performance. The Board has lost the support, respect and hence trust of the sport, which makes it impossible for them to lead the sport into the future.

b **No shared and owned vision for the sport and a need for clarification of the role of SNZ.**
Debate rages as to the role of SNZ and what it is there for – is it just competitive swimming (and if so how is this defined) or is it responsible for and involved in all aspects of the recreational sport? SNZ has failed to lead this debate but has nevertheless adopted the latter position, whereas a significant majority of the stakeholders believe that this focus is too broad. The drivers for involvement in all aspects of the recreational sport are varied, with some relating to the opportunities to secure revenue from the recreational elements to subsidise the competitive end of the sport, others resting upon a philosophical commitment to teach all people to swim, to others saying the sport must be involved (in Learn to Swim) so that it can identify and recruit potential competitive swimmers from these recreational sources.

c **Dysfunctional relationships between some Regions and SNZ.**
There is a completely dysfunctional and untrusting relationship between some of the Regions and SNZ and this has undermined the ability of the sport to address the challenges facing it and to move forward. The sport is aware of a number of individuals within the sport who in themselves must stand accountable for the dysfunctional relationship the sport finds itself in. In the Regions examples were found of individual Directors and executive operating outside of the mandate of their own Boards but with no consequence for these actions. While as identified above, the SNZ Board and the former Chief Executive Officer must ultimately bear responsibility for the lack of leadership and direction the Working Group discovered, there has been a corresponding lack of respect, tolerance and moderation from within the sport of long standing, which has made the job of those governing the sport much harder than it should have been. It

is imperative that the sport understands that while leadership must be shown by the Board and Chief Executive Officer of SNZ, it must also be demonstrated at all levels within the sport.

d **Ineffective formal two-way linkages and alignment between SNZ/Regions/Clubs.**
Due to the climate of mistrust within the sport, there have been historical efforts by some of the Regions through Annual General Meeting resolutions to block SNZ from communicating directly with Clubs. In addition, as there is no 'whole of sport' strategic plan, there is no clarity of purpose for the roles of the various stakeholders (in fact SNZ's view is quite different to many of its stakeholders (refer b above)), and the expectations of them and their key performance indicators. The fiascos over Project Vanguard and over the implementation of a national database are two prime examples of ineffective formal two-way linkages and alignment between SNZ/Regions/Clubs.

e **Too many Regions.**
The sport is aware that there is a need to examine the number of Regions in terms of operational efficiency and competition quality. There are currently 16 Regions with the smallest (Whanganui) having only one Club. Progress on rationalising Regions appears to have been stalled as a result of new Constitutional hurdles associated with implementing rationalisation, the lack of an agreed 'whole of sport plan', as well as the power struggle between the Regions and SNZ, with the Regions mistrusting any suggestion of rationalisation which is seen as emanating from SNZ. Regions constitutionally are not members of SNZ and as such SNZ has no formal jurisdiction over them (even though they are the voting colleges for the members).

f **No collective responsibility in the sport to find solutions instead of 'pointing the finger'.**
Swimming, as a sport, is not solutions focussed. It and SNZ in particular has been reactive, not proactive, in the management of issues. Responses (if any) tend to be tactical, not strategic. This again stems from the lack of a 'whole of sport' strategic plan. In addition some personalities dominate and are quick to 'point the finger' and blame others, while only ever defining the problem yet again and not offering solutions. This is a cultural issue within the sport of endemic proportions, which has to be addressed from top to bottom. The sport must embrace a forward looking and solutions focussed culture.

g **A culture of mistrust and 'playing the person, not the ball'.**
The culture of mistrust has been highlighted above. Without in any way condoning it, the resulting practise of 'playing the person, not the ball' is of no great surprise. Whilst one would like to think that the stakeholders in the sport would act as mature adults, the leadership vacuum left by SNZ has allowed some of this behaviour to develop and flourish without the recalcitrants being disciplined, ideally by peer pressure. Of concern too are the conflicts of interests in the sport, namely by way of example, SNZ Board members sitting on the Board of Regions/Clubs and parents of competitive swimmers holding governance positions. Whilst the latter is inevitable, given the heavy volunteer commitment of the sport, care needs to be taken to ensure that those in authority (SNZ Board members, Chairs and Directors of Regions, senior administrative staff etc.) are not perceived to have vested interests because their views can be dismissed solely on the basis that they have a conflict, without their arguments being fairly and appropriately considered.

h **Broken relationships everywhere (personal, with the swimming fraternity, commercial and external).**
Poor and ineffective relationships were found with sponsors, alumni, related organisations, coaches, event organisers, Sport NZ, and other key stakeholders. Furthermore, the approach SNZ has taken with some commercial partners has been woefully inadequate, including undertakings made to partners not being upheld, competing directly with business partners and adopting a very legalistic and uncommercial interpretation of the obligations of funding partners. Potential partners spoken to by the Working Group described themselves as being treated like "the enemy "and had given up trying to deal with SNZ.

i **Lacking in the fundamentals to support and grow a sport (e.g. database, coach development, and Club development programs).**

The success of any sport nowadays is highly dependent on a robust database, which is used: to facilitate open communication and functionality with participants in the sport (including sports participants, coaches, officials, administrators, families etc.); to support strategic decision making; to be leveraged to gain sponsorship; and for other commercial activities. Despite attempts to implement a national database, the project failed. The reasons for this are shrouded in claim and counter claim; however once again it was a clear example of the sport's inability to work together in its own best interests. Nevertheless, based on what the Working Group has been told, the sport does recognise the need for a national database, for the reasons identified above. In addition a proper database is needed for the purpose of identifying the SNZ membership base and managing voting procedures at Annual and Special General Meetings.

With respect to coach development, while there is a coach accreditation program in place to qualify to be a coach, there is no coach development strategy for the sport (including recruitment, mentoring etc.) despite coaches and coach development being critical to the success of the sport. Similarly, there are no sustainable proactive Club development strategies in existence.

j **Potential loss or reducing sponsorship.**

SNZ relies heavily on sponsorship for funding of the organisation, including the State Insurance sponsorship. The Working Group found that increased transparency is needed on how these monies are used by SNZ and the value delivered for sponsors, for these funds to be sustainable.

Other examples were found of past sponsors and funders, who had been lost because of poor management by SNZ. A number of them are still interested in being involved in the future if their relationship is handled in a more professional and commercial way. Evidence suggests that SNZ and some Regions do not understand how to strategically partner with sponsors and funders.

k **A sport blinkered to the present (re private providers and sport choices).**

The sport of competitive swimming is still being delivered in much the same manner it has been for 125 years (i.e. in swimming pools with multiple training sessions a day/week, early starts etc.). The external environment has changed massively with a society rich with sport and activity choices but short on time. The existing competitive swimming framework at the participation level has had some innovations (e.g. 'splashers') to make the sport more accessible and attractive but there is no 'whole of sport' strategy for this. A significant number of people in the sport see no need to do anything differently than has been done in the past, despite the massive changes in society that have taken place over recent years.

Conversely other sports that benefit from strong competitive swimming skills have grown in their popularity (such as surf lifesaving, triathlon and ocean swimming) and some swimmers want to be involved with a number of these activities as well as traditional competitive swimming. The current delivery model for Regions and Clubs does not always make this easy and this impacts swimmer retention.

Finally the past twenty years have seen the advent of private swim schools and local authorities becoming more involved in the swim space. This has implications for Clubs in Learn to Swim provision. It is for this reason Swimming Australia is not involved with Learn to Swim.

l **Underutilised alumni (e.g. energy, role modelling, sport promotion and funding).**

The interest and support from New Zealand's swimming alumni are strengths for the sport, but are underutilised. SNZ has no clear alumni strategy. Alumni have been proactive in offering to help SNZ but have either been told there is nothing for them to do or SNZ doesn't know how to use them.

m **Lack of clarity on who should be members of SNZ.**

There have been on-going debates as to who should be voting members of the sport. This issue is exacerbated by the lack of clarity of the purpose for SNZ. There was a formal proposal developed and discussed by some in the sport for voting membership to be redefined in a new Constitution to include only competitive swimmers but this proposal was never put to an Annual General Meeting for consideration. In the absence of this clarity, the sport has debated in recent years whether Learn to Swim swimmers should constitute voting entitlement members. In 2011 the Auckland Region added approximately 4000 Learn to Swim members, which increased its voting entitlement to the 25% maximum allowable under the

new Constitution. Conversely many Clubs and Regions have not registered any Learn to Swim swimmers as members for the purposes of registering a voting entitlement. Legal opinions have been obtained on this matter with the outcome not being clear cut.

- **An ambiguous and out of date Constitution.**
  The existing Constitution is ambiguous on critical matters to do with voting entitlement, casual Board vacancies, and Regional and SNZ Board performance management. This has caused significant unrest within the sport, sometimes legitimately, as the sport wrestled with trying to deal with the dysfunction it faced, and sometimes it has created opportunity for individuals within the sport to 'push their own agenda'.
  In addition, the existing Constitution contains a number of operational matters which are not considered appropriate to be included in a contemporary foundation document for a sport (for example naming all of the Regions, making rationalisation a matter for constitutional approval) and fails to address best practise in areas such as Board appointment processes.

6.4.3. OPERATIONAL PERFORMANCE ISSUES FOR SNZ

The following inadequacies in SNZ's operational performance were identified by the Working Group:

a **No meaningful 'whole of sport' strategic plan with membership and performance aspirations.**
SNZ's current Strategic Plan expires in 2012. This plan did contain clear goals and admirable key performance indicators. However from within the sport, the plan had limited or no currency. Further there are no clear strategies focused on growing the sport at Club level and the role the Regions and SNZ will play in this.

b **No facilities strategy despite this being the cornerstone to success and growth of the sport.**
SNZ has in the past had a facilities strategy funded by Sport NZ and did have aspirations to employ a Facilities Strategy Manager for New Zealand pools; however this did not eventuate. The sport of swimming depends on access to pool space for Clubs and then access to appropriate 25m and 50m pools suitable for competitions. Without this, the sport cannot grow and perform.
A response often heard by the Working Group was that SNZ doesn't have money to build pools. This will always be the case and ownership of bricks and mortar is not the role of a National Sporting Organisation. The availability of pool access was identified by the sport as being a critical part of Project Vanguard but the issue seems to have received limited focus since that time. Post the earthquake in Christchurch, SNZ was not seen as having been proactive in working with the appropriate planning authorities and processes with respect to the provision of a future competition pool for Christchurch. While SNZ provides support to external parties regarding pools and facilities, it is more reactive than pro-active in addressing such matters.

c **Ad hoc, non-transparent approach to High Performance delivery – no clear strategy.**
Despite the record number of athletes destined to participate in the London Olympics later this year, there was significant feedback and detail provided in the written and verbal submissions in regard to the inadequacies of the current structure and implementation of the High Performance strategy for the sport. Some gave suggestions of possible solutions.
The existing coaches were credited for getting on and doing a good job despite these inadequacies and the dysfunction within the sport. No sustainable programs for the mentoring and development of coaches exist despite this being critical to the success and growth of the sport
The High Performance function is plagued by mistrust and dissatisfaction with a lack of transparency on such matters as selection processes; staff appointment processes; implementation of disciplinary processes; the way the 2011 review was handled; and ad hoc interventions by SNZ. There was further feedback around "where does the Wellington High Performance Unit" (which was announced by SNZ in January 2012) fit in and how it came into being, including possible conflicts of interest.

Overall there is no coherent or transparent multiyear High Performance strategy in place to underpin the development of the sport.

d **Poor SNZ project implementation (database, Vanguard and post review implementation).**
Much of the mistrust from members and Regions of SNZ is attributed to poor project implementation/ follow through of major projects by SNZ. Whilst this is true, it is more the symptom than the cause in that the project issues demonstrate a breakdown of leadership and a failure to take the sport along with the initiatives of the national body. Some are quick to give their version of what the project was or wasn't going to do, the hidden agendas and the conspiracy theories, etc. involved. However, what the Working Group found was that the projects were poorly designed and scoped, inadequately resourced and poorly executed by SNZ, even if it had the best interests of the sport at heart in seeking to implement core platforms underpinning the future of the sport and there were no hidden agendas or predetermined outcomes.

e **Poor communication and transparency.**
SNZ appears not to have a structured approach to regular person-to-person communication with Regional Boards/Committees and their executive or administrators. SNZ produces frequent written newsletters etc.; however this of itself is not sufficient. To rebuild trust and deal to issues (real or perceived) there needs to be extensive personal interaction and communication. Often SNZ has been perceived as doing the minimum (e.g. tabling papers at an Annual General Meeting versus being overt and fulsome with its communication with members in advance of the meeting). However there is a two way responsibility required to improve this. For example it was reported that for a number of operational matters which SNZ tried to consult on with Regions, it either received no replies, or simply received negative responses with no suggested solutions having been proffered. This is symptomatic of the breakdown in the relationship between SNZ and its members, and the culture that the sport needs to change in order to succeed.
Leading a national sporting organisation, which is dependent upon volunteers and goodwill requires 'over communication' and complete transparency, including fronting when things do not go well, explaining delays, etc. Many examples were found where the existing SNZ modus operandi did not support such an approach.

f **Inconsistent delivery of the sport across New Zealand – variable competitive depth to enable the 'best to swim against the best".**
The size of Regions and Clubs and the access to different funding across New Zealand results in variable delivery across the sport; however this is not unique to swimming. This inconsistency also relates to the variability in leadership throughout the sport. Some Regions have developed their own Strategic Plans and have formed strong partnerships with Regional Sporting Trusts and have sport development initiatives underway to grow the sport, while others have not.
There are also different views amongst Regions as to what development support would be welcomed from SNZ, with some Regions looking for help with programs to support such things as Club and coach development and others saying they do not want centralised interference and see this as disempowering of the Regions. Whilst one size does not fit all, this impacts the consistency of delivery across the sport and again reinforces the need for a 'whole of sport' strategic plan to discuss, debate and address these differences.
Finally the inconsistency relates to the number and size of the Regions (from Whanganui with one Club and 62 members to Auckland with 17 Clubs and over 2000 competitive and Club members). For the athletes this means that opportunities need to be created to enable 'the best to swim against the best' irrespective of where they live.

6.5. CONCLUSION

The themes from the Review's research and consultation were consistent, with strong agreement on the issues that need to be addressed.

Within its core activity, SNZ is adding very little value to the sport of swimming other than the running of national competitions and elite High Performance. There is no effective strategic or operational integration from grassroots delivery at Club level through to leadership by SNZ. SNZ has lost the trust and respect of its members. Some of this it has brought on itself through its own inadequate performance; however problems do not just rest with the underperformance of SNZ. The sport has allowed some of its members and Regions to engage in activities and behaviours that have actively undermined the ability of SNZ to perform and deliver for the sport.

The sport has a collective responsibility to commit to a culture of transparency, openness, professionalism, 'playing the ball, not the person', and working together in the best interest of the sport. When there are problems the sport needs to collectively 'own' these and work together to find solutions. Leadership is critical and having the right people in the critical leadership roles throughout the sport is essential. Processes need to be in place to assist this to happen.

Successful organisations rely on their national sporting organisation for leadership and coordination activities to support the growth and development of their sport. Swimming needs SNZ to undertake this role and provide effective pathways from early competitive participation right through to elite High Performance and related enabling activities.

The Working Group identified eight areas to be addressed to enable SNZ to be sustainable and support the sport:

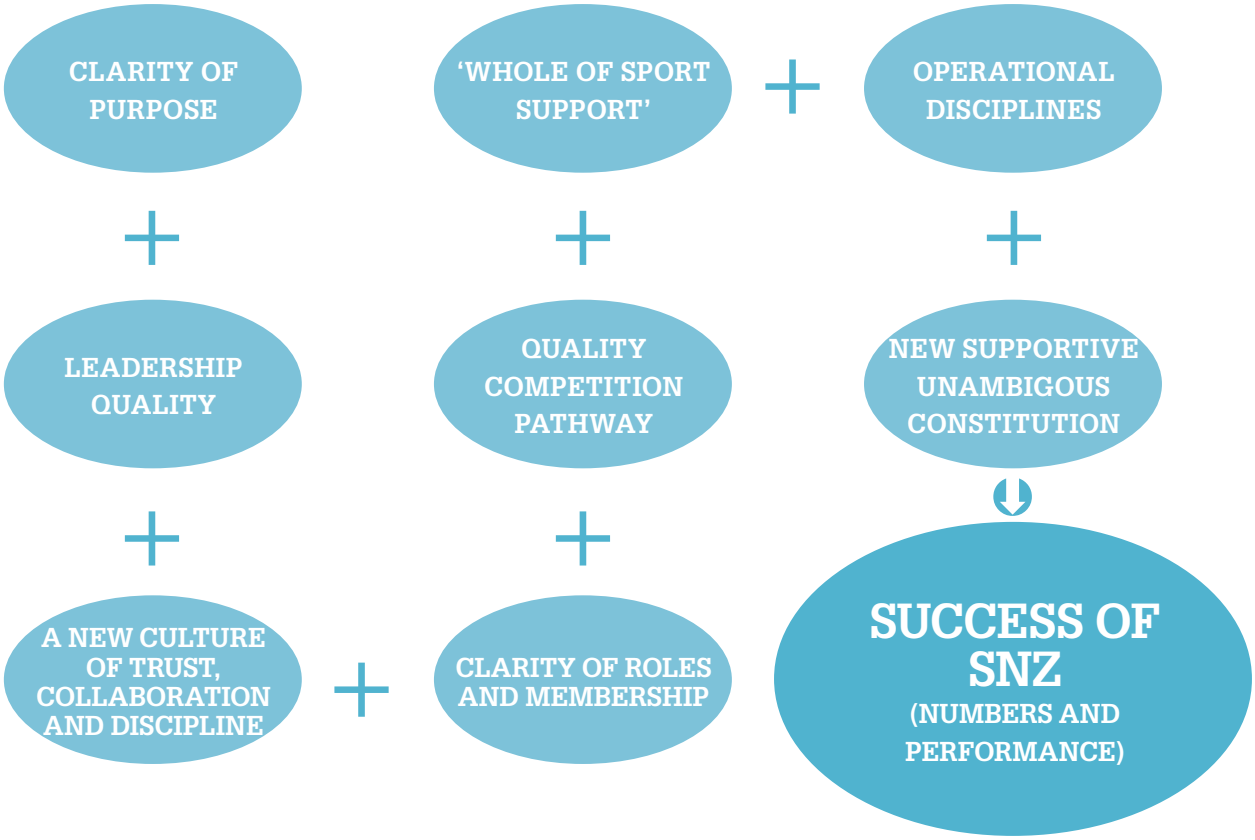


Figure 6.1 Areas to be addressed by SNZ

The problems that must be addressed in each of these areas are:

1 **CLARITY OF PURPOSE-ROLE.**
- Debates rage from SNZ being competitive swimming only to everything (Learn to Swim, Surf Livesaving and all aquatic sports).
- Key issue is "where does teach the teachers" function in SNZ fit?" (NOT "is Learn to Swim needed" because it does an outstanding job and the people who deliver it are to be commended for their professionalism, capability and dedication).

2 **CLARITY OF PURPOSE – LEARN TO SWIM.**
- Key issue is "where does teach the teachers" function in SNZ fit?
- The quality of the 'teacher the teachers' program and intellectual property is very good and must not be lost if it is not in SNZ.

3 **LEADERSHIP QUALITY.**
- SNZ governance and executive have lost the trust and confidence of the sport.
- SNZ governance and executive leadership has not delivered.
- Governance practices and behaviours are not best practice in Regions either.
- Appointment processes do not support getting the 'right people in right places'.

4 **A NEW CULTURE OF TRUST, COLLABORATION AND DISCIPLINE.**
- Poor processes, transparency and communication.
- Culture of mistrust throughout the sport.

5 **CLARITY OF ROLES AND MEMBERSHIP.**
- Lack of role clarity for Regions versus SNZ (exacerbated by poor SNZ performance).
- Lack of clarity on who can be SNZ members and voting entitlements.
- Too many Regions.

6 **QUALITY COMPETITION PATHWAY.**
- Number of Regions (16) mean that 'best do not swim against the best' pre nationals.
- Officials and coaches need improved competition as well as swimmers.

7 **'WHOLE OF SPORT' SUPPORT.**
- No shared vision for the sport, including no 'whole of sport' strategic plan.
- No agreed multi-year strategies for facilities, coaching, High Performance, funding and sponsorship.
- No alignment of Regional strategic plans with the 'whole of sport' plan.

8 **OPERATIONAL DISCIPLINE.**
- Poor process implementation (e.g. Selection, High Performance implementation, poor performance management, sponsorship management, appointment processes, etc).
- SNZ needs new multi-year sustainable funding.

9 **NEW SUPPORTIVE UNAMBIGOUS CONSTITUTION**
- Current Constitution is ambiguous on some critical parameters.
- Current Constitution includes material not relevant to contemporary constitutions.
- Poor constitutional framework leads to uncertainty of leadership and division.

7 THE WAY FORWARD AND RECOMMENDATIONS

7.1 OVERVIEW

The Working Group considered the feedback and issues identified (as summarised in Chapter 6) and prepared a new modus operandi for SNZ and swimming going forward. This new modus operandi is comprehensive and cannot be "cherry-picked" as it is the collection of changes and their interrelationships that the Working Group believes are required, and if implemented as a package, will build a robust SNZ to support the growth and performance of the sport in the future.

7.2 THE FUTURE MODUS OPERANDI FOR SNZ

7.2.1 CLARITY OF PURPOSE

SNZ's principal future purpose, supported by a 'whole of sport' strategic plan, will be to work with Clubs and Regions to:

"Support the growth and performance of the sport of competitive swimming – from entry level Club competitive swimmers to elite High Performance athletes."

The role of SNZ will include working with Regions and Clubs:

- To encourage people to choose to participate in the sport of competitive swimming;
- To identify and co-ordinate competitive talent at all levels (from within and outside of the competitive sport);
- To develop and provide oversight of competitions and pathways from Regional, to national, through to international level;
- To provide coaching innovation and coach development;
- To ensure development of officials;
- To ensure athlete and team manager development;
- To develop intellectual property in respect of new competitive 'products' including products to draw participants into competitive swimming;
- To set policies and standards for the sport; and
- To oversee the implementation of an agreed 'whole of sport' strategy.

One of the critical key performance indicators for SNZ will be the ability of Clubs to grow membership, (which

must include Clubs recruiting their own Learn to Swim participants as well as those from other providers into the sport of competitive swimming).

- **Database** – SNZ will be the steward of the central accurate database for competitive swimmers in New Zealand. The database will also include persons interested in and associated with the sport. SNZ will communicate directly with all participants in the sport (swimmers, coaches, officials, Regions, Clubs and associates) to enable it to fulfil its purpose and provide leadership to the sport.
- **Learn to Swim** – SNZ will have a strong interest in, and will actively contribute to, advocate for, input into strategy and policy associated with all water related "Learn to Swim" and swim safe educational issues. This is because SNZ has a strong interest in people participating in this activity and the policies that encourage this. SNZ will not "do delivery" in this area. Clubs may continue to be actively involved in Learn to Swim if they wish.
  This will necessitate SNZ transferring its current 'teach the teachers' function (and associated personnel and funding) to another organisation so that SNZ can focus on its core purpose of growing competitive swimming. It is critical this transfer is done in an orderly controlled manner so that this quality function is not lost to New Zealand. This transition may take some time. The Board of SNZ must consider all options for the future home for this function which could include New Zealand Swimming Coaches and Teachers Association, Water Safety New Zealand, a new organisation, or a private provider. However this function cannot be transferred to a SNZ Region or Club. This transfer process will include staying abreast of any structural changes in the Swim and Survive sector which may arise in 2012/13 as a result of the recent Isaac Review. The Board of SNZ should aim to transfer this service to an organisation in exchange for a place at the governance table of the organisation so that it can continue to influence policy and strategy in this space.
  The Working Group acknowledges that a significant number of submissions supporting the retention of SNZ's 'teach the teachers' function were received following the Working Group's presentation of the Draft Recommendation to the sport. The Working Group agrees with submitters that the 'teach the teachers' function is doing an outstanding job and must be retained for New Zealand: however it is the strong view of the Working Group that retaining this programme within SNZ restricts the organisation's ability to focus on the development of the competitive sport of swimming. Accordingly the Working Group considers that transfer of the 'teach the teachers' function to a suitable organisation using a well-managed process is the best strategy to achieve both desired outcomes.
- **Competition** – Most of the activities to support competitive swimming through to national competition level will be carried out by Clubs and Regions, subject to key performance indicators being put in place to ensure performance and compliance by the Clubs and Regions with an agreed 'whole of sport' strategy, key policies and consistency in the delivery of the sport across New Zealand.
- **Roles** – The roles of SNZ, Regions and Clubs will be included in the new Constitution. Appendix D elaborates on the future roles of SNZ, Regions and Clubs.
- **Aquatics NZ Ltd** – SNZ will remain an active and constructive member of Aquatics NZ Ltd.
- **Funding** – SNZ has a role to secure sustainable funding to support its role and deliver support through to the Regions and Clubs. The core operational activities of Regions and Clubs will continue to be "self-funding" and not depend on SNZ for funding - with development support being provided as decided by SNZ as part of an agreed 'whole of sport plan'.

7.2.2 RATIONALISATION OF REGIONS

There are currently too many Regions to support competitive swimming. Regions add significant value to the sport of competitive swimming with their principal role being to co-ordinate and run Regional competitions in accordance with SNZ's pathways and standards. Regions also have a key role to play supporting development

of Clubs, training officials and supporting coaches. In future they will work with SNZ to deliver the 'whole of sport' strategic plan including facilitating the delivery of programs to support Clubs to both attract members and deliver competitive swimming, while minimising the administration burden, and enabling the sport to build competitive swimmer capacity (e.g. via camps; coach, officials, and team management development programs and materials, etc.).

There are two issues with the existing number of Regions:

- Variable competition depth and quality for swimmers so that the 'best cannot always swim against the best' because Regions are too small; and
- Administration capability, time and cost inefficiencies related to the size of some Regions and duplication of activity.

Other sports where comprehensive reviews have been undertaken in recent years have similarly found that a large number of Regional groupings limits the sports functioning and performance. Compared with SNZ's 16 Regions, other sports which have undergone recent transformation have the following Regional configurations:

- Football – 7 federations
- Netball – 5 Regions
- Surf Life Saving – 4 Regions
- Tennis – 6 federations
- Cricket – 6 associations
- Rugby League – 7 zones

Existing SNZ Regions can continue to remain sovereign entities in their own right but must act in a manner, which is consistent with the strategic plan for the sport, and the policies, standards and key performance indicators laid down by SNZ. Merging and rationalisation of the number of Regions will be positive for the sport but will be left in the hands of Regions to determine (although it is anticipated that the new Competition Zones (see below) may facilitate amalgamation in some parts of the country). Local Territorial Authority boundaries will be used to define Regional boundaries. Merging and rationalisation does not need to result in the loss of history and legacies of past Regions – this can be retained within a new entity. A new Constitution for SNZ will enable Regions to merge without seeking the approval of the sport (which is currently the case).

SNZ's role in the provision of administration support, skills development and best practice development models etc. for Regions will vary Region to Region (some will need this and others won't). How this support will be provided may also vary Region to Region and may or may not involve having a SNZ person working within a Region. However where Regions can provide these themselves (i.e. in the bigger Regions) their activities are expected to be consistent with the agreed goals and actions in the 'whole of sport' strategic plan. In some instances, in collaboration with SNZ, some Regions may provide these services and support to other Regions within the SNZ structure. In such cases this type of activity would be supported by an operational Memorandum of Understanding between the Region(s) concerned and SNZ.

Each Region must agree to work with SNZ and each other for the benefit of the sport and play their part to deliver the 'whole of sport' strategic plan. Regions will collectively agree annual key performance indicators with SNZ and report on these. This will also require Regions to adopt a standard Constitution (that will largely mirror the SNZ Constitution), which clearly articulates the role of a Region, the obligations to work with SNZ, other Regions, and Clubs in the best interests of the sport, and will include the requirement for each Region to have at least two appointed (not necessarily independent) members on their governance Board or Committee.

These two people will be appointed by the Regional Board or Committee because of the skills and experience they can bring to the governance function.

The Review Working Group has prepared a model of this new Constitution for the Regions. Amongst other things, it includes an arbitration process to assist each Region and SNZ to work together to amend existing Constitutions and adopt the new Constitution. However, if a Region ultimately chooses not to adopt the new Constitution (after following the agreed process and within a specified time line) it will no longer remain affiliated to SNZ and SNZ can facilitate the establishment of a new affiliated organisation within the geographic area in question.

Regional definitions will be set out in the new SNZ Constitution but will not be prescriptive in the definition or names of specific Regions so as to enable Regions to merge without seeking the approval at a Special General Meeting/Annual General Meeting. The Regional definitions will also include:

- Information on the role, processes and requirements to be a Region;
- The need to have the same Constitution to be an affiliated Region;
- The requirement for alignment with and commitment to the 'whole of sport' strategic plan;
- The need to meet certain policies and obligations (such as upholding the national sponsorship strategy, being financial viable, etc.); and
- A requirement to not overlap and/or compete, except in the pool, with neighbouring Regions.

In summary, while the existing number of Regions is inefficient and should be reduced, the Working Group has decided that the existing 16 Regions should self-determine their future because forced amalgamations in sport rarely work. However the quid pro quo is that in doing so Regions must agree to:

- Adopt a standard Constitution similar to that of SNZ including at least two appointed (but not necessarily independent) members on their governance Board/Committee. Regions failing to do this after due process and by a certain time will no longer be affiliated Regions of SNZ and SNZ will be free to establish a new replacement Region;
- Co-operate with the formation of the four new Competition Zones (refer Section 7.2.4) and the new competition pathway that will be implemented as a result of the implementation of these Competition Zones;
- Support the 'whole of sport' strategic plan including agreeing to and assisting SNZ achieve the goals and objectives of the plan. This will require each Region to complete and submit to the sport (i.e. published on SNZ website) its own strategic plan identifying its own role in growing the sport and supporting the 'whole of sport' plan; and
- Support and work with the new Board and executive of SNZ to build a culture of trust, collaboration and discipline in the modus operandi for the sport going forward.

7.2.3 ROLE OF CLUBS

Swim Clubs are the foundation structure of SNZ, and the future success of New Zealand swimmers on the world stage is a direct result of the Club system.

Clubs give swimmers their very first competitive swimming experience and provide the first step towards a pathway for future Olympians.

Clubs are therefore the key to the growth of the sport, and are charged with growing the sport's membership by implementing innovative Club programmes to attract members.

Clubs need support from Regions and SNZ to help them achieve growth in membership. There may be learnings that can be taken from Swimming Australia once they see the impact of their new program which focuses on this.

7.2.4 COMPETITION ZONES

New Competition Zones will be introduced and these will be competition driven, not governance driven and as such will have no prescriptive formal structure/Board or Committee.

The driver for the establishment of the Competition Zone model is competitive swimming driven, bringing together individual small Regional groups of swimmers to compete as one larger group so as to enable 'the best to swim against the best'.

While existing Regions can remain they must also agree to become part of the Competition Zone structure and will play an active role in administering the Competition Zones.

Initially four new Competition Zones will be established to improve the competition quality within NZ. These new Competition Zones (including their purpose) will be defined in the new SNZ Constitution with the ability for the sport to reduce or increase the number (provided it is consistent with the purpose) as the sport grows and lifts its performance. These are not governance and management structures.

The initial four new Competition Zones are suggested:

- **Northern** (proposed Regions: Northland / Auckland / Counties)
- **Midland** (proposed Regions: Waikato / Bay of Plenty / Taranaki / Hawke's Bay)
- **Central** (proposed Regions: Whanganui / Manawatu / Wairarapa / Wellington/ Nelson)
- **Southern** (proposed Regions: Canterbury /Westcoast/ Otago / Southland/Eastern)

The Competition Zone system will form part of an enhanced 'competition pathway' and be a key event in the annual competition calendar. Their establishment will be a key initiative within a new 'whole of sport' strategic plan. The Board for SNZ must have fully implemented the new Competition Zones for the 2014 calendar year.

There is a requirement that a suitable 25m and 50m competition pool be available in each of the Zones.

There will be the need for further consultation between the SNZ Board and all existing Regions to establish the best-fit scenario to take into account the facility requirement, travel distances and the uniqueness of each Region's culture within their individual swimming fraternity. At the time of the establishment of the Zones each Region will be able to input into which of its neighbouring Competition Zones it wishes to belong to with the final decision being the responsibility of SNZ. Similarly, SNZ will have the final responsibility for the Zonal Competition framework, rules and standards, including which age groups will be included.

An efficient well-structured co-ordination arrangement for each of the new Zone competitions will be critical. In consultation with SNZ, Regions within Zones will put in place as they see fit (self-determine) a committee structure that will deliver their Zone competition. It must be simple and structured in a way that all Regions within a Zone are satisfied with the arrangement for the Competition Zone and its operations. Each Competition Zone will establish key performance indicators using a SNZ framework and these will be transparently shared and agreed with the sport.

The assembly of the best swimmers from the Regions into Competition Zones will allow for:

- The SNZ domestic competition to be more attractive to international swimmers to attend, particularly, the ability to attend a series of swims with better use of funds;
- Selection of different tiers of Zone swimmers for camps and trips;
- The ability of the High Performance program to utilise domestic competition outside of the existing one main annual competition – National Age Groups/ Open Nationals;
- Provide a higher level of training and opportunities for pool deck officials; and
- Potential of gaining new sponsorship through effective branding and promotion of the new competition 'product'.

7.2.5 MEMBERSHIP OF SNZ

Consistent with the purpose of SNZ its membership needs to be separated into two categories:

- Membership related to 'ownership' and voting qualifications in regard to SNZ constitutional matters – 'A' Members; and
- Membership related to Interested Parties in SNZ – 'B' Members.

The Board of SNZ will approve actual membership annually and SNZ will also administer a process to ensure the membership database is accurate and up to date.

a Ownership and Voting Qualifications

Ownership and voting qualification members will be 'A' Members. These will include:

- All swimmers who compete in a sanctioned Club or Region (or higher) event which is on the annual national or Regional competitive calendar (a Club will have to meet minimum defined criteria including a minimum of 50 members, be financially viable, and participate in the database, provision of annual Key Performance Indicators etc. Each Club will in turn be formally affiliated to their geographical Region). A swimmer can only be a member of one Club at any one time. Learn to Swim swimmers are not competitive swimmers;
- All coaches of affiliated Clubs and High Performance competitive swimmers, Regionally qualified Inspector of Turns (IoT) Officials or higher, and nationally qualified timekeepers or higher;
- Life Members (no fee but nominate a Region they wish to be aligned with).

Any Coach, Official, or swimmer in the elite High Performance area who is not affiliated to a Club must nominate a Region they wish to be aligned with.

These individuals (excluding life members) must have paid their annual membership fee to SNZ to be able to participate in the described events. The Board will annually set these fees with Life Members being exempt.

The voting entitlement of these individual members will be exercised via the Regions. Voting entitlements for each Region will be calculated from the SNZ database based on those who meet the criteria set out above and who have paid their membership fees (except for Life Members) in full for the relevant period of membership. Regions will be allocated votes based on the number of members with 1 vote for each qualifying member. (e.g. if a Region has 2367 fully paid up qualifying members it will have 2367 votes). In addition there will no cap on the number of votes per Region as the goal is to encourage growth in competitive swimmer numbers for the sport overall. The Board of SNZ can remove voting members under exceptional circumstances (for example criminal offences relevant to SNZ), which could bring the sport into disrepute or create exposure to risk.

All affiliated Clubs and Regions will be members of SNZ to ensure connectedness and the appropriate accountabilities within the structure of the organisation but will not have voting rights. Each Club and Region will pay annual fees to SNZ as set by the Board based on its membership.

The New Zealand Swimming Coaches and Teachers Association will no longer have a voting entitlement and instead its duly qualified 'A' members will be aligned with a Region.

b) Interested Party 'B' Members (no voting rights and may or may not have to pay any fees but will be on the SNZ database).
The Interested Party Members will be any swimmer (including Learn to Swim swimmers and one off event swimmers such as the Ocean Series, Masters Swimmers, etc.) who do not qualify to be fully paid up members of SNZ, parents, families, caregivers of competitive swimmers, volunteers, non-SNZ Clubs, stakeholder organisations, coaches, officials, and alumni (who do not want to be or are not qualified to be fully paid members of SNZ), etc. This membership category will be recognised in the new Constitution.

7.2.6 FEES

a The SNZ Board will set the SNZ Annual Affiliation Fees for individual members, Clubs and Regions (if any), and the Interested Party membership fees (if any), which will be collected annually via a centralised registration and payment system once a sport database is established.
b Event and service 'user pays' fees (full or subsidised) will continue to be charged directly to swimmers, who participate in such activities.
c Regions and Clubs are expected to be self-funding and financially independent of SNZ in regard to their day-to-day operations but they nevertheless must comply with the SNZ sponsorship and funding strategy.

7.2.7 SNZ GOVERNANCE

a) **Board Composition**
The new SNZ Board will be comprised of a 6 person Board with 3 members being elected by the Regions and 3 appointed (but not necessarily independent) members. The Chair of the Board will have a casting vote in the event of there being a tied vote (e.g. a vote of 3 for and 3 against) amongst Directors. All other Directors will have equal voting rights of 1 vote per Director. The quorum will be 4 persons. The Board will have the right to establish standing committees and ad hoc committees as it sees fit.

Elected Directors can be nominated by any member or self-apply and will be subject to the Appointment Panel processes detailed in section b) below. It is not a requirement that they be a member of SNZ.

Appointed members can be drawn from within the sport or external to the sport but should be able to demonstrate:

- Strong experience relevant to a governance role;
- Knowledge and experience relevant to a sport;
- Knowledge of community based programs and sponsorship management;
- Awareness of the need for Conflicts of Interest to be managed and minimised;
- Occupational skills abilities and experience which when considered together with the competencies of the other Board members will ensure a breadth of skills and experience covering, inter alia, strategy development, commerce, finance, marketing, relationship management, communications, information technology and business acumen generally.

Potential Directors will be identified through a well-managed advertising and search process.

All Board members, whether elected or appointed, are obligated to act in the best interests of swimming in general and SNZ in particular at all times. Put another way, Board members do not and must not represent particular interests groups at any time.

SNZ Board members cannot continue to hold positions which could have real or perceived conflict of interest with their role as an SNZ Director. This means that they cannot continue to hold Regional and key stakeholder organisation governance roles, and/or executive positions in SNZ, and/or other key roles in the sport (such as senior coaching roles, parents of swimmers in the High Performance group and national team). Applicants must give an undertaking to resign from their roles immediately if they are successfully elected or appointed to the Board of SNZ. The Appointment Panel will have the final say on eligibility and if resignation from another role is required.

Present Board members can seek election or appointment to the new Board if they so wish.

b **Application and Appointment Process**

A robust application process will be in place for Director applicants (e.g. including applicants signing a form agreeing to being considered, and all necessary information being provided with the application). All short-listed candidates, including both elected and appointed candidates will be reviewed and screened (including reference checking and police and bankruptcy record checking), and will be interviewed by an Appointment Panel of 5 members comprising:

- An Independent Chair (experienced in governance relevant to a sporting organisation, appointed by the Institute of Directors, on the basis of a clear brief stipulating the expected competencies/ capabilities for the persons they appoint as members of the Panel. The new Constitution will allow the Board to utilise another organisation recognised for its experience in governance if this is deemed more appropriate than the Institute of Directors);
- Another independent member (appointed as above for the Independent Appointment Committee Chair);
- The Chair of SNZ to bring existing competencies and skills gaps on the Board into the mix of consideration (or the Board's nominee if the Chair is standing for re-election/appointment); and
- Regions will be asked to nominate persons from within the sport for 2 positions on the Appointment Panel (neither of whom can be standing for election or appointment), and then the Regions will vote to determine the two preferred appointees who will be elected by Regions by email using the first past the post voting system, with nominating Regions unable to vote. Voting will be on the basis of the number of member votes a Region is entitled to exercise.

The Board of SNZ will initiate the formation of the Appointment Panel. The Appointment Panel will recommend the best candidates for both election and appointment as SNZ Directors but may leave one or more vacancies if it considers there are insufficient candidates of a suitable quality/competency. Four of the 5 of the Appointment Panel members must support each recommendation and if this is not the case the committee will be reconstituted and recommence the process.

The work of the Appointment Panel is an independent and objective process, which members of the Appointment Panel must approach without predetermination and prejudice by assessing candidates solely on their merits and without in any way allowing themselves to be lobbied.

No person who has not been recommended for election by the Appointment Panel may stand for election.

The Appointment Panel will recommend to Regions for election up to the number of elected candidates equal to the number of vacancies on the Board. The candidates standing for election who have been recommended by the Appointment Panel will be required to receive more than 50% of the votes cast by the Regions. If that does not occur they will not become Directors and the Board may fill the casual vacancy for the period until the next election but cannot appoint any nominee that was not supported by the Regions in the election process at any time in the past. If the recommended candidates are not successful in the election, the Appointment Panel members used for this process cannot be used again for future Appointment Panels.

The Inaugural Appointment Panel will only comprise 4 members as it will not have a member from the existing SNZ Board. The Chair of the Working Group will chair the Inaugural Appointment Panel and the Review Working Group will ask the Institute of Directors to appoint the second independent person to the Inaugural Appointment Panel. An election will be held for the 2 persons from the sport for the Inaugural Appointment Panel. The Inaugural Panel must be unanimous in its recommendations.

The Inaugural Appointment Panel will first appoint the new Board Chair and announce this appointment. That person will then become a member of the Inaugural Appointment Panel after which the Panel will commence the process for the remaining 2 appointed and 3 elected candidates. Thereafter, for both the Inaugural Appointment Panel and for future Panels the Appointment Panel will run a two-step process whereby it makes its decision on the candidates to be recommended for election (and the election is then conducted by email), and, after the results of the election are declared, the Appointment Panel will then make its decision on the other appointed candidate or candidates to be appointed to the Board. For the Inaugural Appointment Panel this process will commence immediately following the Special General Meeting adopting the new Constitution and thereafter the Appointment Panel will undertake its duties prior to the Annual General Meeting and then announce the outcome of both the election and appointment processes at the Annual General Meeting.

c **Casual Vacancies**

The Board may fill casual vacancies within a year (caused by the resignation of a Director or because insufficient candidates are recommended or appointed by the Appointment Panel or because a candidate did not receive more than 50% of the votes cast by the Regions). Casual vacancies will be for the balance of the one year term until the next election/appointment process (this will count as one term) but if such appointee/appointees wish to be elected or appointed they must be interviewed and recommended or selected by the Appointment Panel.

A Board member who fills a casual vacancy cannot fill a casual vacancy in any subsequent year. Similarly if the Board finds it no longer has a sufficient number of current members to constitute a quorum (due to unforeseen circumstances) the remaining Board members can appoint persons to fill the casual vacancies to enable it to operate but at the same time this will trigger the calling of a Special General Meeting to appoint new Board members unless this occurs 3 months prior to a scheduled Annual General Meeting. The same restrictions on eligibility will apply for a casual vacancy that occurs in these circumstances.

d **Terms**

The term of each Board member will be 3 years, except for the initial Board. The maximum cumulative (as opposed to consecutive) term of any Board member will be 9 years (i.e. three terms of 3years), with the initial term of the Inaugural Board counting towards the 3 terms, even if it is only for 1 year. At least 2 Board members will retire each year, 1 being an elected Board member and the other being an appointed Director. There will be an exceptional circumstances provision to extend a 3 year term so as to cater for

situations where, for example a Board member is playing a key role with Federation Internationale de Natation which significantly benefits New Zealand, and he or she has served 3 terms on the Board and the Federation Internationale de Natation position would be forfeited if the person did not continue as a Director of SNZ. Such exceptions will be determined by the Appointment Panel.

The first term for the Inaugural Board Chair will be three years. The terms for all other Inaugural Board members will be determined by the Inaugural Appointment Panel. Future Appointment Panels will be able to reallocate terms to ensure Board continuity if exceptional circumstances occur that undermine the intended rotation.

e **Chair**

Following the initial 3 year term of the Inaugural Chair, the Board will annually elect the best person to chair the Board from one of its members, whether that person is an elected or appointed Board member.

f **Exiting Directors**

The Board may, by majority and after due process (not applicable if the person resigns) and with good cause, require one or more Board members to forfeit his/her position. This person can re-stand for the Board by going through a subsequent Appointment Panel process.

All Board members voting in favour of such a resolution shall be required to stand down from the Board at the time of the next election/appointment process but be able to offer themselves for re-election or re-appointment to the Board. In such circumstances those Board members will be required to justify their decision to require the Board member(s) to forfeit his/her position to the Appointment Panel and convince the Panel that he/she remains a suitable candidate(s) for being a Board member. If such a person is reappointed/re-elected, the reappointment/re-election will constitute a new term.

g **Calling a Special General Meeting**

The Board by majority or 1/3rd of the votes held by the Regions can requisition a Special General Meeting on a matter of major importance. Such a vote will at the Special General Meeting be passed if 2/3rd of the votes held by the Regions are cast in favour of any resolution put to the Special General Meeting and the Board will be bound by the vote.

h **President**

SNZ will annually elect a President on the nomination of one sole candidate by the Board. The Board will consult with Life Members before making its recommendation (this will be covered in the new Constitution). The person will be entitled to serve a maximum of 3 consecutive one-year terms. The President must receive at least 2/3rds of the votes case at each Annual General Meeting.

The President cannot continue to hold any governance role in the sport. His/her role will be of a ceremonial nature, attending swimming meets, fare welling national teams etc., akin to the role of the Governor General; however at times of a Constitutional crisis that person will assume a leadership role to mediate between the warring parties. Consequently the President must be a person, who has had a deep involvement with swimming and who commands the respect of a significant number of members and who can be relied upon to be of both independent thought, courageous and provide leadership in the best interests of the whole sport in times of need.

The President will be entitled to receive all Board papers, attend all Board meetings, and have speaking rights on all matters but have no voting rights. In all other respects he/she will be expected to adhere to the same standards, polices and behaviours required of Board members, including maintaining confidentiality in respect of all relevant matters.

i **Chief Executive Officer**
The role of Chief Executive Officer for SNZ must be redefined (to match the redefined role and purpose of SNZ and support the package of constitutional changes and new modus operandi for SNZ).
The first job for the new Board will be to undertake the recruitment process to fill this new role. The Chief Executive Officer will need specialised skills to implement change, build a strategic vision, new structures and relationships. The new Board should not be restricted in where the Chief Executive Officer will be located with Auckland being an option given the size of the commercial opportunities in that market.

7.2.8 OPERATIONAL ISSUES

a Processes – The sport will collectively commit to build a culture of trust, collaboration and discipline in its processes and systems and will look to the Board of SNZ to provide the leadership and framework to achieve this. The new Board will adopt processes and a modus operandi that include:
- A commitment to transparency and collaboration with the sport on all matters;
- A commitment to long term planning on behalf of the sport and with the sport;
- A commitment to implementing and adhering to critical policies, processes and practices including selection and discipline practices;
- A commitment to working with and respecting key stakeholders within and external to the sport;
- A commitment to 'playing the ball, not the person' in the implementation of all activities.

b 'Whole of Sport' Strategic Plan – The new Board will develop a robust meaningful 'whole of sport' strategic plan using an inclusive process with the sport. The plan will include, inter alia:
- Clear aspirational targets for the growth of the sport including growth at Club level; and
- A multi-year facilities strategy for the sport to support its growth and competitiveness; and
- A coach development strategy to support coach numbers, pathways and calibre as well as innovation in coaching, including supporting and working closely with New Zealand Swimming Coaches and Teachers Association; and
- A fresh multiyear High Performance strategy to support innovation and performance (refer Section 7.2.9 below); and
- A key stakeholder relationship management strategy including with other organisations in the swim space such as Water Safety New Zealand, alumni, funders and sponsors, swimmers and their families, Clubs and Regions, Local Territorial Authorities, etc.; and
- A multi-year funding strategy including securing new multi-year sponsorship, media and funding sources.

c Database – The new Board of SNZ will implement with urgency an accurate and up to date database that clearly distinguishes individuals, who carry voting entitlements for Regions to execute, and non-voting members. Regions who fail to provide accurate data on a timely basis will have their voting rights suspended until this is remedied. The database will be used to support the sport in all regards including sports administration and for funding and sponsorship purposes. SNZ can communicate directly with any person/organisation on the database including but not limited to swimmers, coaches, officials, managers, alumni, Regions and Clubs for the purpose of supporting and growing the sport.

d Board and Chief Executive Officer – The new Board and Chief Executive Officer will require:
- Strong leadership capabilities, including, but not limited to, relationship, collaboration and communication skills (including transparency within the sport);
- Inclusive and effective relationships with external partners including sponsors and funders and other organisations involved in the swim and water safe space;

- Effective value-add relationships with the sports alumni;
- Good commercial and sponsorship competencies;
- Rigor in terms of upholding agreed policies, processes, and systems; and
- A sound understanding of high performance pathways and sport development.

7.2.9 HIGH PERFORMANCE

The sport of swimming must develop a robust new High Performance Strategy which addresses issues such as: centralised as opposed to decentralised delivery in terms of swimmer/coach choice, the optimal role and location of centres and units (if any), development of coaching innovation, coach development and pathways. Input into the strategy will be required from coaches, athletes and High Performance Sport NZ and will necessitate a review of approaches used in high performing countries to gather the learnings in so far as they are relevant to the SNZ context and applying them to the sport in New Zealand.

However, with the upcoming London Olympic Games signalling the end of an Olympiad, the months immediately post the release of the Review Report represent a critical time for SNZ's future High Performance aspirations when it must consider:

- The appointment of a High Performance Director; and
- The appointment of High Performance coaches; and
- A debrief of performance following the London Olympics; and
- The creation of High Performance plans for the next Olympiad.

The periods immediately prior to and following a pinnacle event are typically periods when key High Performance athletes and coaches consider their future prospects and/or are talent spotted by competing countries. Accordingly, there is an immediate need for SNZ to consider positioning and/or approaching suitably qualified individuals for the High Performance Director vacancy and to attract High Performance coaches for the post Olympic era. It is critical the current SNZ search process underway for a High Performance Director proceeds given the opportune timing, despite any perceived uncertainty resulting from the Review process.

Equally, it is essential that SNZ conduct a thorough debrief of its performance at the London Olympics, and uses the findings to contribute to the development of a High Performance Strategy to take the sport forward toward the 2016 Olympic Games, including both the Commonwealth Games and World Championship strategies. As High Performance investment decisions for 2013 and beyond are considered by the High Performance Sport NZ Board in December 2012 and SNZ must be ready for this.

Discussions with High Performance Sport NZ have confirmed the Working Group's recommendation which supports that SNZ needs to urgently continue with the process it already has underway to appoint a High Performance Director to lead these activities. High Performance Sport NZ is committed to funding the position given the significance of the role to the sport. To give the sport confidence and assurance that the right person is selected for the position the Working Group recommends a selection panel be established for the appointment of the High Performance Diretor with the responsibility to make a recommendation to the Board of SNZ and High Performance Sport NZ. The Working Group further recommends that the selction panel be chaired by Clive Power (Working Group member) plus Alison Fitch (SNZ Board member and former New Zealand swimming representative), Don Tricker (NZ Rugby Union High Performance Manager and and former coach of the 3 times softball world championship winning Blacksox) and Alex Baumann, Chief Executive Officer of High Performance Sport NZ and double gold medal winner at the Los Angeles Olympics in swimming. Sport NZ have agreed to administer the recruitment process for this panel.

7.2.10 NEW CONSTITUTION

A completely new Constitution has been prepared by the Working Group which reflects the new modus operandi, removes ambiguity, and has a contemporary structure.

7.3. IMPLEMENTING THE NEW SNZ MODUS OPERANDI

The current Board will put the package of recommendations to existing members at a Special General Meeting for approval or otherwise. The Special General Meeting is required by law to be conducted under the provisions of the existing Constitution.

The Working Group recommends that the following actions should occur consequent upon passing the necessary resolutions at a Special General Meeting which support the package of changes and adopts the new Constitution:

a The current Board of SNZ must resign immediately after the Special General Meeting;

b A Governance Administrator must be put in place to replace the Board to cover the period from the passing of the new Constitution through until the new Board is in place (using the new Inaugural Board Appointment process. The Review Steering Group have been consulted by the Working Group and recommend that Sue Suckling be appointed as the Governance Administrator. Sue has been the Project Director for the Review. The Governance Administrator will play a 'caretaker role' for SNZ ,as well as continuing to oversee the critical High Performance decisions related to athletes and coaches post the 2012 London Olympics. The Acting Chief Executive Officer of SNZ will report to the Governance Administrator;

c Existing Board members will be able to put their names forward for consideration under the new Constitution but will be subject to the new appointment process in the same manner as other applicants;

d Upon the recommendation of the Review Steering Group Chris Moller be appointed as Chair of the Inaurgural Appointment panel immediately after the Special General Meeting

e The new Board, once appointed, will appoint a new Chief Executive Officer;

f The new Board and Chief Executive Officer will manage the orderly transfer of the 'teach the teachers' function and the associated personnel and funding from SNZ to a suitable organisation. This will be done via a well-managed transition process to an appropriate organisation (but defaulting to either Water Safety New Zealand or New Zealand Swimming Coaches and Teaches Association by 30 June 2013 as the State Insurance sponsorship contract comes up for renewal at that time);

g Clubs will be encouraged to continue to undertake learn to swim activities as they do now and as relevant will contract directly with the new provider of the 'teach the teachers' program;

h The model constitution for Regions prepared by the Working Group will be given to the new Board to implement and execute with the Regions;

i The new Board will be given an agenda of prioritised key operational issues consistent with those initiatives detailed in Section 7.2.8 above, which it must address with delivery being monitored through key performance indicators.

The new Board will sign off on a new Board Charter and Code of Conduct based on the templates provided by either Sport NZ or the Institute of Directors. This will include the Board undertaking an annual performance review each year and after the 3rd year, doing this prior to determining the Chair appointment. All of the new Board members, once appointed, will be required to sign the Charter in front of their colleagues, including the President, as a symbol of their commitment to act at all times in the best interests of swimming in general and SNZ in particular. These processes are to be embedded for all future SNZ Boards.

7.3.1 FUNDING THE CHANGE

One of the key findings from the Mowbray report is that change processes must be adequately resourced for a sustainable period post the decision to implement the changes. The Working Group has approached Sport NZ who have agreed to fund the critical process in the transition process .

The new Board must identify and secure new multi-year funding from sources such as exploring the sale of media rights, tapping into alumni connections, leveraging the new database, developing new competitive properties, leveraging Competition Zone branding, identifying new sponsors and funders, etc. The Regions and Clubs must agree to play their part in securing this funding and/or meeting the requirements to enable the sport to secure this funding.

7.3.2 MONITORING THE CHANGE

The Mowbray report highlighted that planned and resourced execution is a prerequisite for successful change for sports, as is the need to take the sport along the 'change' journey. This will require the new Board and Chief Executive Officer committing to total transparency and significant consultation with the sport. Given SNZ's poor track record in review implementation it will be crucial that the new Board be held accountable to deliver the proposed changes and meet agreed milestones. The new Board will need to be held to account to work with urgency to effectively implement the recommendations proposed by the Working Group's Review. It is therefore recommended that an independent group (comprising relevant members of the 2012 Working Group) be reconvened in the second quarter of 2014 to review progress against the deliverables and timeline detailed in section 7.3.3 (b) and report its findings to the sport. This will include making recommendations to support more effective implementation (if necessary) and to confirm the deliverables and timeline for the following 18 months.

7.3.3 IMPLEMENTATION TIMELINE

a **Inaugural Appointment Panel and new Board appointment process**

In order to implement with urgency the changes that would result if the Review Recommendations and new Constitution of SNZ are adopted at a Special General Meeting to be held after the release of the Review Report, the Working Group approached Sport NZ and asked them to provide the administration support for the Inaugural Appointment Panel elections and the Board recruitment and appointment processes. Sport NZ have excellent capability in this area and have undertaken this role for the inaugural Boards for NZ Rugby League and Basketball NZ after the adoption of their new Constitutions, and for the recruitment of the new Chief Executive Officer for NZ Cricket. The Working Group will work with Sport NZ on this to enable both of these processes to commence immediately after the Special General Meeting to adopt the new Constitution.

Appendix G contains a detailed timeline showing all the tasks that need to be done leading up to the Special General Meeting, and post the Special General Meeting through to the appointment of the new SNZ Board in early October 2012.

b Key implementation process deliverables

The key deliverables and timeline for the period from June 2012- December 2013 which must be owned by the whole of the sport not just the new Board will be:

- Special General Meeting to be held by the end of July 2012;
- New Board in place 31 October 2012;
- New Chief Executive Officer recruited by 20 December 2012;
- Orderly transfer of the 'teach the teachers' function to an appropriate organisation by 30 June 2013;

- 'Whole of sport' strategic plan prepared and adopted by members by 31 March 2013;
- Within the 'whole of sport' strategic plan the following must be achieved:
  - Fresh "whole of sport" High Performance strategy completed and adopted by the sport by 30 June 2013 including using the outcomes of the 2012 Olympics as input;
  - New Competition Zones and competitions ready for implementation to commence during the early part of the calendar year 2014;
- Six monthly reporting from the Board to the sport of performance against the Review implementation milestones and strategic plan (once completed) and key performance indicators completed for 30 June and 31 Dec 2013;
- New Constitutions adopted for all Regions by 31 May 2013 with two appointed members on all Committees/ Boards in place 31 July 2013;
- All Regions to have completed strategic plans which support the 'whole of sport' plan by 30 June 2013 (SNZ to provide a proforma template).

7.4 WHAT HAPPENS WITH NO CHANGE?

In the absence of robust governance and leadership it is likely limited or no funds will flow to the National Sporting Organisation from key funders including Sport NZ, High Performance Sport NZ and sponsors and trusts. This could result in a fragmented sport with support being given to individual elite swimmers (and their coaches) and Clubs and Regions being left to operate in isolation of each other. No national competition could result so there may be no opportunities for individual athletes and coaches to progress through to competitive levels and the New Zealand presence at international competitions may be significantly weakened leaving a gap in New Zealand's ability to participate at the highest levels.

This scenario would be a very sorry outcome for the sport and would not do justice to the energy and commitment existing within the sport and past and current New Zealanders who have invested in developing the sport in this country. It also would be a significant loss to New Zealand and reduce our reputation on the international sporting front.

7.5 RECOMMENDATIONS

To support the changes necessary to move to the new modus operandi for SNZ the following recommendations will be put to a Special General Meeting for consideration and adoption by a sport along with the new Constitution to support these changes.

There are two groups of Recommendations:

- Recommendations which support a new operating model for SNZ and the sport of competitive swimming.
- Recommendations which enable and monitor change.

7.5.1 RECOMMENDATIONS WHICH SUPPORT A NEW OPERATING MODEL FOR SNZ AND THE SPORT OF COMPETITIVE SWIMMING

7.5.1.1 CLARITY OF PURPOSE

Recommendation 1: Clarity of purpose for SNZ

That the sport fully endorses the future role and purpose of SNZ. This is to:

"Support the growth and performance of the sport of competitive swimming – from entry level Club competitive swimmers to elite High Performance athletes."

Recommendation 2: Transfer 'teach the teacher' function from SNZ

That the sport fully supports that Clubs may continue to deliver Learn to Swim programs as they do now but SNZ will no longer deliver the 'teach the teachers' Learn to Swim program. The Board will need to manage an orderly transfer of the existing good quality SNZ 'teach the teacher's program along with personnel and funding to an appropriate New Zealand organisation to ensure the current services and resources provided by SNZ are not lost. SNZ will look to secure a governance role with the organisation that takes over this function.

SNZ will continue to have a strong interest in and will actively contribute to strategy and policy development associated with all water related Learn to Swim and swim safe activities and issues under the responsibility of other organisations in the sector.

Recommendation 3: SNZ part of Aquatics

That the sport fully supports SNZ remaining a member of Aquatics NZ, and that the Board ensures SNZ input is appropriately resourced and supported.

5.5.1.2 GOVERNANCE AND EXECUTIVE CAPABILITY

Recommendation 4: Leadership capability and governance change

That the sport fully supports new governance arrangements for the Board of SNZ (both the inaugural implementation and the ongoing implementation) including:

- All Directors required to act in the best interests of swimming in general and SNZ in particular at all times;
- 6 person Board comprised of 3 elected and 3 appointed (but not necessarily independent) Directors;
- Quorum of 4, Chair has casting vote;
- Individuals can self-apply for both elected and appointed positions;
- Board members should not continue to hold Regional and key stakeholder governance/executive roles or other key roles in the sport which could create real or perceived conflict of interest;
- An Appointment Panel should screen all applicants using robust transparent processes and recommend suitable 'elected members' to Regions for election as Directors and appoint 'appointed members' to the Board;
- The Appointment Panel will comprise:
  - Independent Chair experienced in governance relevant to sporting organisations;
  - Independent person experienced in governance relevant to sporting organisations;
  - Chair of SNZ or another Board member if the Chair is standing for a Board position (this position will not be filled for the Inaugural Appointment Panel that appoints the Inaugural Chair but the new Chair will join the Inaugural Appointment Panel as soon as he/she has been appointed);
  - Two persons from within the sport nominated by the Regions and voted on (by email);
- The Appointment Panel will run a two-step process – firstly the appointment of elected Directors and announce these; and secondly choose and announce appointed Directors in order that the skills and competencies of the appointed Directors compliment the skills and competences of the elected Directors;
- The Board can fill casual vacancies but such appointees must seek election or appointment the next time the Appointment Panel is convened if the person concerned wishes to continue to be a Director;
- The Appointment Panel will not be required to appoint or recommend elected candidates if suitable candidates are not available;
- Protections will be put in place so candidates not successfully elected by the sport cannot fill casual vacancies on the Board;
- Board terms limited to 3 (consecutive or non-consecutive) terms of up to 3 years (except for Inaugural Board where the initial terms will be allocated between 1-3 years by the Inaugural Appointment Panel). There will be an exceptional circumstances provision to permit a person to serve on the Board for more

than 3 terms. This is only for circumstances where there is a Director who is required to fulfill a specific role for continuity purposes which would be in the best interest of the sport (e.g. on Federation Internationale de Natation International Board) and which could not continue if the Director concerned was no longer a Director of SNZ;

- Inaugural Chair to be appointed by the Appointment Panel for the first full 3 year term and thereafter the Board annually selects the best person for the job from within the Board members;
- Provision to be made for the Board to exit an existing Board member but all members voting in favor must re-stand for their positions in the following cycle and justify why he/she voted in favor of the resolution;
- The Board by majority or 1/3rd of votes held by the Regions can requisition a Special General Meeting on a matter of major importance. The Special General Meeting vote will be passed if 2/3rd of the votes are cast in favour of the resolution(s) and the Board will be bound by the vote.

Recommendation 5: Redefine Chief Executive Officer role

That the role of Chief Executive Officer for SNZ is redefined (to match the redefined role and purpose of SNZ and support the package of constitutional changes and new modus operandi for SNZ).

The first job for the new Board will be to undertake the recruitment process to fill this new role. The Chief Executive Officer will need specialised skills to implement change, build a strategic vision, create new structures and develop enduring relationships.

Recommendation 6: The position of President

That the sport should support the creation of the redefined position of President. The Board will nominate one candidate (after consulting with Life Members) for consideration by members at each Annual General Meeting. The President must receive at least 2/3rds of the votes cast by the Regions at the Annual General Meeting. The maximum term will be three consecutive one-year terms.

The President must not hold any governance roles in the sport but will have had deep involvement in the sport and command the respect of the sport.

The President will play a ceremonial role as well as mediating issues as they arise. The President is not the Chair of the Board but will have access to all Board papers and is encouraged to attend all Board meetings.

7.5.1.3 MEMBERSHIP AND VOTING ENTITLEMENT CLARITY

Recommendation 7: New Membership and Voting arrangements

That the sport fully supports the new membership and voting arrangements for SNZ. There will be two classes of members – 'A' and 'B'.

a **Ownership and Voting Qualifications ('A' Members)**

Ownership and voting entitlement members will be:

- All swimmers who compete in a sanctioned Club or Region (or higher) event which is on the annual national or Regional competitive calendar (a Club will have to meet minimum defined criteria including a minimum of 50 members, be financially viable, and participate in the database, provision of annual key performance indicators etc. Each Club will in turn be formally affiliated to their geographical Region). A swimmer can only be a member of one Club at any one time. Learn to Swim swimmers are not competitive swimmers;
- All coaches of affiliated Clubs and High Performance competitive swimmers, Regionally qualified Inspector of Turns (IoT) Officials or higher, and nationally qualified timekeepers ;

- Life Members (no fee but nominate a Region they wish to be aligned with).

These individuals (excluding Life Members) must have paid their annual membership fee to SNZ to be able to participate in the described events.

All individuals will be aligned to a Region for voting purposes. The "A" membership fee will be determined by SNZ and "A" members will be registered on the SNZ database. Learn to Swim swimmers are not "A" members.

The New Zealand Swimming Coaches and Teachers Association will no longer have a voting entitlement and instead its duly qualified "A" members will be aligned with a Region.

b **Associate Members ('B' Members)**

This category does not have voting rights and is available to all other persons who choose to be a member of SNZ but who are not an "A" Member. "B" Members may or may not be charged a fee (as determined by SNZ) and are registered on the SNZ database.

7.5.1.4 LINKAGES WITH REGIONS AND REGIONAL OBLIGATIONS

Recommendation 8: The Number of Regions should be reduced but Regions should self-determine the optimal number

That the sport supports that the 16 Regions should be reduced in number but that the Regions need to actively work together to self-determine the optimal number of Regions that are required in the future, and must manage their own rationalisation/mergers/ amalgamations to achieve this. This will be driven by gains in efficiency and competition depth.

Regional definitions and names are no longer to be included in the new SNZ Constitution to enable future rationalisation without approval of the sport. Roles, critical attributes and accountabilities of Regions will be set out in new Constitution. However all Regions must immediately after the adoption of the new Constitution for SNZ:

- Agree to adopt a standard Constitution that largely mirrors that of SNZ and requires Regional Boards/ Committees to have at least two appointed (but not necessarily independent) members. Regions failing to do this after due process and by a certain time will no longer be affiliated SNZ Regions and SNZ will be free to establish a new replacement Region;
- Agree to actively co-operate with the formation of four new Competition Zones and the new competition pathway that will be implemented as a result of the implementation of these Competition Zones;
- Agree to fully support the 'whole of sport' strategic plan including agreeing to and assisting SNZ achieve the goals and objectives of the plan. This will require each Region to complete and submit to the sport (i.e. published on SNZ website) its own strategic plan identifying its own role (with its Clubs) in growing the sport and supporting the 'whole of sport' strategic plan and openly report on achievement against key performance indicators detailed in each plan; and
- Agree to actively support and work with the new Board and executive of SNZ to build a culture of trust, collaboration and discipline within the sport going forward.

7.5.1.5 'WHOLE OF SPORT' STRATEGY AND OPERATIONAL DISCIPLINES

Recommendation 9: A sport database

That the sport fully commit to co-operating with the Board and executive of SNZ to implement an accurate and up-to-date database that clearly distinguishes individuals who are voting members from non-voting members. Regions who fail to provide accurate membership data on a timely basis will have their voting rights suspended until this is remedied.

The database will be used to support the sport in all regards including sports administration and for funding and sponsorship purposes. SNZ can communicate directly with any person/organisation on the database including but not limited to swimmers, coaches, officials, managers, alumni, Regions and Clubs for the purpose of supporting and growing the sport.

Recommendation 10: 'Whole of sport' plan

That the sport fully supports and agree to actively participate with SNZ in the development of a 'whole of sport' strategic plan which will include, inter alia:

- Clear aspirational targets for the growth of the sport including growth at Club level; and
- A multiyear facilities strategy for the sport to support its growth and competitiveness; and
- A coach development strategy to support coach numbers, pathways and caliber and innovation in coaching, including supporting and working closely with New Zealand Swimming Coaches and Teachers Association; and
- A fresh multi-year High Performance Strategy to support innovation and performance; and
- A key stakeholder relationship management strategy including with other organisations in the swim space such as Water Safety New Zealand, alumni, funders and sponsors, swimmers and their families, Clubs and Regions, Local Territorial Authorities, etc.; and
- A multi-year funding strategy.

Recommendation 11: High Performance-A new strategy

That once appointed the new SNZ High Performance Director lead the development of an innovative best practice High Performance Strategy, ensuring the process considers learnings from other high performing nations and other predominantly individual sports.

Recommendation 12: New multi-year funding

That the sport supports SNZ in identifying and securing new multi-year funding from sources such as exploring media, tapping into alumni connections, leveraging the new database, new competitive properties, leveraging Competition Zone branding, new sponsors and funders, etc. The Regions and Clubs need to agree to play their part in securing this funding and/or meeting the requirements to enable the sport to secure this funding and not engage in ambush marketing activities.

7.5.1.6 QUALITY COMPETITION PATHWAY

Recommendation 13: New Competition Zones

That the sport embraces the new Competition Zone structure and agrees it should be implemented no later than the 2014 calendar year noting that the driver for the establishment of the Competition Zone model is competition, not governance driven – bringing together individual Regional groups of swimmers to compete as one larger group – to enable 'the best to swim against the best'. It will also provide further enhanced opportunity for the development pathways for coaches and technical officials.

The four Zones will initially be:

- Northern (proposed Regions: Northland / Auckland/ Counties)
- Midland (proposed Regions: Waikato /Bay of Plenty/Taranaki/Hawke's Bay)
- Central (proposed Regions: Whanganui / Manawatu/Wairarapa/ Wellington/Nelson)
- Southern (proposed Regions: Canterbury /Westcoast / Otago / Southland/Eastern).

Each of the Zones will need to have as a minimum a suitable 25m and 50m competition pool.

Consultation between SNZ and all existing Regions will establish the best-fit scenario to take into account the facility requirement, travel distances and the uniqueness of each Region's culture within their individual swimming fraternity. Ultimately Regions will input into which of its neighboring Competition Zones it prefers with SNZ making the determination.

7.5.1.7 A NEW CULTURE IN THE SPORT

Recommendation 14: Committing to a new culture

That the sport collectively commits to building a culture of trust, collaboration and discipline in its processes and systems and looks to the Board of SNZ to provide the leadership and a framework to achieve this. The Board will adopt processes and modus operandi that include:

- A commitment to transparency and collaboration with the sport on all matters of importance;
- A commitment to long term planning on behalf of the sport and with the sport;
- A commitment to implementing and adhering to critical policies, processes and practices including selection and discipline practices;
- A commitment to working with and respecting key stakeholders within and external to the sport itself; and
- A commitment to 'playing the ball, not the person' in the implementation of all activities.

7.5.2 RECOMMENDATIONS WHICH ENABLE AND MONITOR THE CHANGE

7.5.2.1 ENABLING THE CHANGE

Recommendation 15: Enabling the change

That the existing Board of SNZ should resolve to call a Special General Meeting as soon as is reasonably possible, after the release of the Review report for the sport to consider the adoption of the Working Group's recommendations, new Constitution and associated Transitional Regulations. This Special General Meeting is required to be held under the existing Constitution and it is therefore recommended that the voting entitlements of the Regions should be the same as those that prevailed at the time of the 2011 AGM.

Recommendation 16: A "package" of change initiatives is required

That the new Constitution and modus operandi for SNZ and the sport which is recommended to the Special General Meeting in 2012 must be voted on as a package of initiatives with no cherry-picking of the recommended changes, with 60% of those entitled to vote at the Special General Meeting voting in favour of the package

The package has been carefully crafted by the Working Group with each recommendation having interdependencies that support and reinforce other recommendations. Removal or amendment of one or more recommendations will undermine the balance of the package and therefore is not considered appropriate by the Working Group.

Recommendation 17: Transitioning to the future-Appoint a Governance Administrator

That the existing Board of SNZ should resign immediately after the new Constitution is adopted at the Special General Meeting and Sue Suckling be appointed as the Governance Administrator effective immediately after the Special General Meeting. The SNZ Acting Chief Executive Officer will report to the Governance Administrator. This will be specified in the Transition Regulations. The Governance Administrator will have a "caretaker role" for SNZ, overseeing the new Board appointment process. Sport NZ will provide the administration support to the Governance Administrator for the Appointment Panel and Board appointment

processes but will not have any decision making role in these processes. The Governance Administrator will execute these responsibilities in a manner that will not prejudice the full implementation of the Review Recommendations by the new Board. The Governance Administrator role will cease immediately the new Board is in place (approximately mid October 2012)

All existing Board members, once they have resigned, can put themselves forward for consideration as candidates for the new Board but will be subject to the new Appointment process.

Recommendation 18: Transitioning to the future-Inaugural Appointment Panel Independent Members
That Chris Moller is appointed to Chair the Inaugural Appointment Panel and the Working Group will ask the Institute of Directors to appoint the second independent governance specialist for the Inaugural Appointment Panel and advise the sport of the Institute of Directors' appointment at the Special General Meeting.

Recommendation 19: High Performance-Immediate
That the current recruitment process for a SNZ High Performance Director continue and a Selection Panel be established to make this appointment. The Selection Panel will be chaired by Clive Power (Working Group member) with other members being Alison Fitch, Don Tricker and Alex Baumann (High Performance Sport NZ). Sport NZ have agreed to administer the recruitment process for this panel.

Once appointed the High Performance Director must immediately take responsibility for the appointment of High Performance coaches post Olympics; the debrief of performance at the London Olympics; and pathway management for the Olympic High Performance athletes.

7.5.2.2 DELIVERING THE CHANGE

Recommendation 20: Review implementation accountability
That the sport supports the implementation of the Review recommendations with urgency and will hold the new Board to account to meet specified deliverables and time lines.

Progress will be assessed by an independent group (comprising relevant members of the 2012 Working Group) in the second quarter of 2014. The independent group will report progress against the deliverables and timeline included in the Review Report as presented to the sport. This progress report will include making recommendations to support more effective implementation (if necessary) and to confirm the deliverables and timeline for the following 18 months.

Recommendation 21: Funding change implementation
The sport note that the Working Group has approached Sport NZ who have agreed to fund the transition processes including the legal work associated with the Special General Meeting and new Constitution, the establishment and functioning of the Inaugural Appointment Panel and the recruitment and election processes to establish the new Board. The new Board will need to review the financial position for the period from when it comes into existence through to it having secured longer term funding and may need to give consideration to increasing the members Affiliation Fees (including introducing a Regional Affiliation Fee) at the 2012 Annual General Meeting.

Appendices

A TERMS OF REFERENCE FOR THE INDEPENDENT REVIEW OF SWIMMING NZ

Note: The following Terms of Reference was developed prior to Sport NZ adopting its new name. As such all reference to SPARC should now be read as Sport NZ. The original Terms of Reference appointed Gary Hurring to the Working Group. However prior to attending any meeting of the Working Group Gary resigned from the Group and was replaced by Clive Power

BACKGROUND

There is disagreement within the membership of Swimming New Zealand (SNZ) on the appropriate governance and delivery of the sport. This is negatively impacting the sport and has led to the call for a review.

SNZ, on behalf of its members, has invited SPARC to support the review of Swimming New Zealand. SPARC has agreed to the invitation.

An independent Working Group will be appointed to conduct the review. The Group has as its membership four people with swimming knowledge and four people who are independent of swimming but have relevant skills and knowledge. They are:

Chris Moller (Chair)
Teresa Stanley (Chair Swimming Auckland)
Simon Perry (Chair Swimming Waikato)
Wayne Rollinson (President Swimming Canterbury)
Clive Power (Coach) (replacing Gary Hurring)
Peter Fitzsimmons (Independent)
Ian Hunt (Independent)
Susan Paterson (Independent)

The Working Group was appointed by and will report to a Steering Committee (SC) that comprises:

Bill Birnie (SPARC and High Performance Sport New Zealand Director)
Ross Butler (SNZ Chair)
Jim Swanson (Regional Swimming Association and NZCTA representative)
Peter Miskimmin (SPARC CEO).

The Steering Committee will oversee the management of the review.

The Project Manager for the Review is Sue Suckling from HSR Consulting.

PURPOSE OF REVIEW

The desired outcome of the review is the identification of a sustainable organisation for SNZ and swimming in New Zealand that achieves the following goals:

- Clarity of organisational purpose
- A functional good practice pathway that embraces all swimmers (including coaches, officials etc.)
- Identification of an appropriate role in the provision of learn to swim services
- Contribution to the growth of swimming as a recreation and sport
- Position SNZ as a lead organisation for a sport that people choose to be associated with.

SCOPE OF THE REVIEW

In order to achieve the stated purpose the review will consider:

- The full 'landscape' of swimming (sport, recreation, education), and how this relates to a successful SNZ and sport in New Zealand
- Governance factors such as existing constitutions (at National, Regional and Club level), Board policies, strategic planning, Board membership and linkages to organisational performance
- Organisational structure performance management including the link between roles, resources and strategy
- Financial sustainability including analysis of current and potential areas of operations and commercial potential
- Relationships between constituent sections of SNZ and swimming in New Zealand and related parties providing aquatic products, services or facilities
- The findings of the 'swim and survive' review being led by Alan Isaac, the high performance review led by Chris Ineson and other reviews of SNZ
- Capability development of Clubs, Regional associations, related organisations such as NZSCTA, coaches, technical officials and volunteers
- The membership model and its relationship to governance and to its operating model
- Comparable processes in other sports.

METHODOLOGY

The Working Group will consult widely to ensure stakeholders across the swimming community are provided the opportunity to contribute to the review. Public notification of the review will be given on the SNZ and SPARC websites, giving details of the terms of reference and information about having an input into the review.

A structured survey questionnaire, to be designed by the Working Group, will be sent to key stakeholders.

Face-to-face meetings will be held with representatives of key stakeholders, including current members of SNZ, coaches and athletes. Written submissions will be invited from the swimming community. Data collected will be analysed.

Where appropriate, best practice principles and practices will be used as points of reference in defining why particular means of delivery are preferred. Gap analysis will focus on comparing "what is" (the current arrangements for the delivery of the sport) with "what ought to be" (how the sport should be delivered).

Agreement to the recommendations from the review will be achieved through:

- Presentation of the recommendations to the swimming community
- Presentation of the recommendation to the current members of SNZ
- Approval of the recommendations at a general meeting of SNZ.

TERMS OF REFERENCE

The final report from the Review will:

- Describe the current arrangements for the delivery of the competitive and recreational parts of swimming including the role and scope of key stakeholders
- Describe and analyse an ideal delivery model taking into account stakeholder feedback and good practice principles
- Identify gaps between the current and ideal state together with a description of likely consequences that failure to address those challenges will bring
- Recommend changes to address those gaps
- Propose a strategy for the adoption and implementation of the review's recommendations including any cost implications.

REVIEW TIME-FRAME

The following is an indicative time-line for the Review:

- 30 October 2011: Appointment of Working Group
- 30 October 2011: Approval of terms of reference
- 1 December 2011: Commencement of review
- 15 April 2012: Completion of first draft of review

PRINCIPLES

The Review will be undertaken with adherence to the following principles:

- Interested parties will have the ability to submit their views to the Working Group
- The Working Group will be responsible for the recommendations of the Review
- The Review process or recommendations will not adversely impact athletes training for or competing at the 2012 London Olympics.

B PARTIES WHO PROVIDED INPUT INTO THE REVIEW

A Request for written Submissions was requested by the Review Working Group to all Regions, Clubs, Swimmers and their families, officials, administrators, coaches and key external stakeholder organisations and personel. The invitation to make a submission to all parties and persons within the SNZ community was communicated via SNZ, and the invitation to external organisations and personel was managed via Sport NZ.

Table B.1 Parties who made written submissions to the Working Group.

Organisations	Individuals
Terence Burns – Capital Swim Club	Sean and Diane Trengrove
John Brimble – Sport Otago	Ross Butler
Graham Price – Swim Coaches and Teachers of NZ	Andrew Wood
Carol Corlett – Porirua City Aquatics	Lynnelle Flynn
Graeme Martin – Cambridge Swimming	Mark Berge
Beverly Pullon – St Pauls Swimming Club	Ron Clarke
Brent Cheyne – Swimming Nelson Marlborough	Channa Perry
Don Taylor – Karori Pirates Swimming Club Wellington	Norman Jeffs
Lyn Anderson/Sue Matthus – Waimea Amateur Swimming Club	Gary Martin
Swimming Waikato	Humphrey Pullon
David Carter – Jasi Swim Club	Martyn Newman–Hall
Bill Highet – AquaGym	Amanda Hanan
Braden Noel – Swimming Manawatu Inc	Graham Price
Annmare Talbot/Trevor Yates – Howick Pakuranga Swimming and L/S Club	Cathy Hemsworth
Gillian O'Connell – Opunake Swimming Club	Mike Byrne
Diane Cooper – Stratford Swimming Club	John West
Julie Owen – Swimming Taranaki	David Jack
Alison Gadsby – Aquabladz Taranaki Swimming Club	Karen Nixon
Kim McCahon – Swimming Northland	Brian Flanagan
Henrietta Latham/Greg Forsythe – Swimming Wellington	Kent Stead
Jenny Johnston – Swimming Canterbury West Coast	Brian Palmer

Phillipa Hadley – Featherston Amateur Swimming Club	Sue Southgate
NZSA – NZ Swimmers Assn	
Matthew Cooper – Sport Waikato	
Stephen Peterson – Swim Magic	
Wayne Werder – Sport Bay of Plenty	
Warren Ogilvie – Sport Waitakere	
Max Walker – Mt Wellington Swimming Club	
Scott Thorne – Swim Zone Racing Inc	
Clive Wheeler – Flyers Swim School	
William Coetzee – Board of Auckland Swimming Assn	
Mark Berge – Board of Swimming NZ	
Nelson Cull and Kerry McDonald – Sport NZ Advisors	
Don Stanley – Life member	
Mike Roberts – New Plymouth District Council	
John Filsell and David Bailey – Christchurch CC	

Table B.2 Framework used for written submissions

INDEPENDENT REVIEW OF SWIMMING NEW ZEALAND		
WRITTEN SUBMISSION FORM		
1 Date		
2 NAME OF PERSON (co–ordinating) PRESENTING SUBMISSION: *(Names will not be made public)*		
	Please indicate whether this submission is on behalf of an organisation or a private submission:	
	Organisation ☐	Private ☐
	If representing an organisation, NAME OF ORGANISATION:	
3 CONTACT DETAILS:		
Email:		
DDI Number:		
Mobile:		

4	BACKGROUND INFORMATION:	
	Are you a member of Swimming New Zealand (SNZ):	YES ☐ NO ☐
	Overview of your relationship with the sport of swimming:	
	Overview of your relationship with Swimming New Zealand (SNZ):	
5	What do you see are the critical success factors which will enable swimming to be a vibrant national sport? Detail those factors you see as necessary to encourage New Zealanders to actively participate in the development of skills in the water, swimming for recreation, competitive training and events, and excel on the World stage.	

6 What needs to be addressed or changed for the sport of swimming (in New Zealand) to ensure these critical success factors are met?

Thank you for taking the time to provide your input	
Please forward your submission to:	Sue Suckling
Email:	sue@hsrgovernance.com
Fax:	03 365 2882
Address:	PO Box 8695 Christchurch

A SUMMARY OF WRITTEN SUBMISSIONS FROM ORGANISATIONS

a Key themes

- **Swimming NZ must develop a clear vision and purpose, followed by working with Regions to develop a robust 5-year strategic plan.**
- **The SNZ Constitution should be reviewed, leading to a sound governance model with transparent decision-making at Board and National Office levels that takes account of the views of members.**
- **The Regional structure must be retained, but with a rationalisation of Regions.**
- **Clarity of roles and responsibilities is needed in the National Office with a greater emphasis on support to Regions, Clubs and grass-roots membership.**
- **Multiple classes of membership should be investigated.**
- **The costs of learn to swim programmes and of competitive swimming are becoming barriers to participating in the sport. Additional income streams need to be found.**
- **SNZ must be more proactive in promoting the sport, as more marketing and promotion is needed in schools, with local government and among the wider public.**
- **The biggest challenge for the sport is obtaining sufficient pool space for learn-to-swim and training – the lack of good, high quality facilities droves the culture, structure and growth of swimming.**
- **Pathways must cater for all types of swimmer, with appropriate exit points for swimmers who either aren't able to reach the top competitively or want cease competitive swimming. For many swimmers who swim recreationally, or who swim to participate in other sports, the brand of swimming offered by SNZ is irrelevant.**
- **A coordinated focus on the entire swimming "life cycle" is needed.**
- **Coach development is a priority ands greater support is needed from SNZ for development of coaches at the Regional level.**
- **Volunteers are the bedrock of the sport, and SNZ must ensure that the volunteer base is maintained.**
- **More effective and targeted communication to members is needed by SNZ.**
- **It is critical that SNZ and Water Safety NZ align their activities to make most of the LTS funding. SNZ should also work more closely with the other aquatic sports such as water polo, surf-lifesaving, and triathlons.**
- **There is a need for more/closer work with local authorities to obtain more and better quality pool facilities.**
- **SNZ should find ways of encouraging competitive swimmers to stay in the sport.**

b Summary of submissions from organisations

Swimming NZ role, purpose and strategy

- Need a clear purpose and a plan to communicate the SNZ vision to all in the sport.
- Need a clear set of objectives and goals for NZ and review to measure progress and outcomes.
- Need an agreed 5 year plan for the sport that is owned by SNZ and the Regions.
- Need a vision for the organisation that reflects a culture of service empowering Clubs, Regions and swim schools.
- SNZ should encourage Regional cohesion.
- Strong leadership and facilitation by SNZ to help break down barriers and to facilitate positive change.
- Develop a relevant and realistic strategic plan for the next 5 years – a coordinated strategy and plan for the sport.
- SNZ must work with Regions to define its own role and their roles.
- There is a view that competitive sport is the primary function of SNZ and water education and recreational swimming are ancillary functions. The sport needs to debate and agree the place of water education and recreation swimming within SNZ – if at all since there are other bodies that may be better equipped to cater form them.

Governance

- Stronger and more engaged leadership is required.
- Need a strong culture of cooperation, professionalism and accountability.
- Currently new Constitution is neither a coherent document nor a best practice one as it has been subject to ongoing ad hoc amendment – it needs to robust and systematic review.
- Need an in-depth review of new Constitution and Regulations – develop an agreed constitution, governance and operational model, and membership structure.
- Need a major overhaul of new Constitution and structure of SNZ so it can provide overall strategic direction for the sport.
- Need a sound an efficient governance model, updated to reflect best practice.
- Constitution focuses on way we used to do things and fails to provide a framework for the present or future.
- Need robust, clear and transparent decision-making processes at Board and national office levels.
- We need to achieve a balanced between independent Directors and Directors appointed by the Regions – Regions should appoint at least 50% of the Board.
- We can't have a situation where a single coach is the only voice listened to by the SNZ Board.
- Effective implementation of the strategic plan must be a KPI for SNZ management.
- The review Group should look at the remits prepared by the Regions for the 2011 AGM, as these addressed a number of amendments for the SNZ Constitutional.

Overall structure

- Need a streamlined structure with clearly-defined roles and responsibilities.
- The structure of SNZ is outdated and needs a significant overhaul.
- There needs to be consolidation, but also a sport that is united while retaining the benefits that Regions can offer.
- Need to retain the Regional structures, but with less Regions and less separation from the national body.
- Restructure the organisation to support Clubs coaches and Regions.
- Appropriate structures should be put in place to provide support networks
- Amalgamation of Regional structure is needed – 16 Regions are unsustainable.
- It is necessary for SNZ to have a specific, defined role and for its staff to focus on supporting the Regions do what they do well, not employing staff to do it for them.
- The Technical Advisory Committee is an aspect of SNZ that works well as it is supportive and enabling and doesn't undermine Regional work.
- Possibly look at having Regional coordinators within SNZ, responsible for Club capability, education of coaches and officials, advocacy to local stakeholders and dealing with local issues such as pool access etc. *This model was raised by a number of submissions.*

National office and administration

- SNZ has an important role to play in providing national level coordination as well as supporting Regions and Clubs to operate professionally and consistently.
- National administration could be improved significantly through the use of on-line resources that are easily accessible to volunteers.
- Need nationwide coordinated programmes and resources for Clubs and their members such as guidelines, templates, survey data, volunteer roles, and HR processes.
- Need to clearly define roles and responsibilities between the national organisation, Regional organisations and Clubs.

- SNZ should provide a national swimmer management (database) system that meets the needs of Regions, Clubs, administrators and coaches.
- Need to reduce the administrative burden on Regions and Clubs through minimising duplication of effort through using smart technology packages, developing and maintaining standardised processes and document templates.
- There is poor visibility of SNZ people in the Regions.

Membership

- The way membership of SNZ is defined in new Constitution is unsatisfactory – need constitutional clarity around membership and the relationship that membership has with the governance of SNZ.
- There should be multiple classes of membership – full membership, youth membership, and associate membership (i.e. not involved in the governance of SNZ, but still want to be part of a wider swimming community), and life membership.

Clubs

- Regions and Clubs are the key to driving growth in the sport.
- Improve infrastructure to support grass roots Clubs in their administration.
- SNZ needs to focus on providing the leadership, direction and support services that will enable Clubs to develop and grow.

Funding

- Funding needs at national, Regional and grass roots levels must be addressed – this is key to achieving any level of success – swimming is moving to being seen as a rich person's sport.
- Need to find ways to broaden the income streams into the sport.
- The costs of learning to swim and to swim competitively are becoming entry barriers for many families – Club membership and Regional fees are significant and race entry costs are high in addition to travel and accommodation expenses.
- The SNZ balance sheet is strong, but membership fees account for only 5% of SNZ revenue and only 20% of members pay any fee to SNZ – this is unsustainable over the long term.
- Need to look at affiliation fees and ensure these are equitable across all levels of participation e.g. LTS, competitions, masters etc.
- It seems that all of the financial resources provided to SNZ are poured into the Millennium Institute. Little assistance is provided to Regional programmes to help a robust feeder system into the sport.

Marketing and promotion

- Increased communication and marketing of the sport to schools, local and central government and the wider public.
- Should use NZ representatives to promote swimming in schools and communities.
- SNZ must take a more proactive role in marketing the sport – promote the competitive side to swimming in the way that "Swim for Life" promotes LTS.
- There is little active promotion undertaken by SNZ to promote the sport and local, Regional or national levels.
- SNZ could provide Regions and Clubs with resources and advice in lobbying local government.
- Our athletes at international events need a bigger local profile – posters that we can display at local pools, messaging on Facebook and in other social media.
- Need a targeted and nationally driven education and advertising campaign, coordinated with Regions and Clubs.

Facilities

- The biggest challenge for the sport is negotiating sufficient pool space for Club swimmers during winter.
- Swimming in NZ does not have control of the facilities infrastructure it is reliant upon.
- SNZ must do more to facilitate the development of purpose-built facilities for training and development. This means accessing funding and sponsorship in association with Regional and Club interests.
- Need more access to suitable facilities i.e. recreational facilities and competitive training facilities instead of one pool trying to cater for both.
- Need to carry out an inventory of available pool space.
- The availability of quality, affordable facilities is by far the most critical issue for all aquatic sports in NZ and is the most significant factor restricting the growth of competitive swimming.
- The costs of pool hire, transport from school to pool, maintenance of school pools is many cases prohibitive.
- NZS could be doing more to help rebuild a 50 metre facility in Christchurch sooner that the Christchurch City Council has planned.
- The lack of facilities drives the culture and structure of swimming – limits growth and so means Clubs often operate below the critical membership mass for sustainability.
- The closing of schools, in parallel with growth in water polo, underwater hockey, canoe polo and a more recent focus on the leisure aspects of pools, has put great pressure on public pool space.

Pathways

- Competitive swimming in schools currently takes place outside SNZ's jurisdiction.
- For many NZers who swim recreationally, the brand of swimming offered by SNZ's pathway is irrelevant.
- Need clearly defined pathways.
- Elite swimmers need to be able to remain local if they want.
- Need clear pathways for all swimmers, from the bottom up and through the various levels to the top.
- The pathway must provide for choices other than being a single escalator to the top. Swimmers must see attractive options once they stop competitive swimming – *supported by a number of submissions*.
- There is a place for Regional Performance Centres – we can't expect Club swimmers to make the big leap to national high performance squads without an intermediate step – *supported by a number of submissions*.
- As part of this SNZ should work with Regions to facilitate talent identification.
- National coordination of string Regional meets would free up time for local Clubs to focus additional energy on lower level meets, which encourage competition in much higher numbers – so growing the base.
- A coordinated focus on the entire life cycle of swimming is required, from LTS, developing young competitive swimmers, providing opportunities for talented age group/youth athletes through to High Performance athletes.
- At present it seems there is a very large focus on a few athletes at the top.
- Developing Target squads towards Pinnacle events gives a clear progression system.
- What is the career plan between joining a Learn to Swim programme and the HPU?
- Coaches must have clear pathways too.

Coaching

- A good mentoring programme for coaches must be put in place in each Region.
- Coaches are constant connection between the various levels of swimmer.
- We have some great coaches but their knowledge needs to be more widely shared.
- Coach development must be a priority for SNZ and coaching programmes must be more affordable for Clubs.
- Support is needed from SNZ for the development of coaches at the Regional level as this is a key interface for the sport.
- Many providers in NZ rely on SNZ courses to teach children. Many teachers rely solely on the SNZ ASTA

course as an entry level qualification for coaches, and SNZ fails to prescribe any methods of instruction.

Volunteers

- Leadership from SNZ needs to be sensitive to the fact that swimming is predominantly supported by volunteers.
- Need to have a more efficient use of volunteer time through access to standardise systems and processes.
- Our volunteer base is shrinking, and so SNZ must ensure that requests to Regions and Clubs are on work that is essential and adds value.

Communications

- There is a need more targeted communication from SNZ to members from the database.
- We need effective communication between SNZ, Regions, Clubs and schools.
- The SNZ should be the first port of call for all information, with the content easy to navigate and reflective of a diverse audience.

Attracting people to the sport and to stay in the sport

- Lower the financial barrier to entry.
- Modernise the structure of competitive events to help create a product attractive to sponsors.
- There is an urgent need to make the sport fun – there is no point in being a national champion at 12 if swimmers are going to quit when they are 14. We need to take a long-term view to swimmers' development to keep them in the sport.
- Our top swimmers need to be seen by our younger children as motivation to keep them swimming.
- We must cater for children participating in multiple sports.

Learn to Swim

- Need a solid and credible LTS programme with a recognised pathway into Clubs.
- Need a clear link between LTS and Club swimming

Relationships with other aquatic organisations

- A critical success factor for swimming is alignment between SNZ and Water Safety NZ in terms of making the most of LTS funding of programmes and who does what.
- Need much closer collaboration and working relationships with bodies such as Water Safety NZ, NZSCAT, Surf Lifesaving, Water Polo and Master Swimming.
- Water polo and surf-lifesaving swimmers should be able participate in Club teams, relays etc – this already happens in Auckland.
- All aquatics providers and partners must work together to get people into the water and swimming.
- Have a "whole of water" approach to allow easy pathways for swimmers to branch out into other water sports e.g. cooperate on competitive scheduling to allow swimmers to participate more widely in a range of events.

Relationships with local authorities

- Need for cooperation between SNZ, Regions and Clubs with local authorities as the local providers of pool space.
- Need the national and Regional bodies to lobby local authorities to ensure that there is sufficient space for competitive training at facilities alongside recreational swimmers/bathers.
- Builders of infrastructure (i.e. local authorities) are unlikely to fund additional facilities if SNZ and Regions

can't demonstrate evidence of growth in the sport.

Schools

- SNZ should lobby for swimming lessons to become part of the compulsory curriculum in schools.
- If we are to succeed in bringing swimmers through to open level, swimming needs to be handled far better through the school system – swimmers should be finishing school at 18 and ready to start/continue training.
- Need for improved communications with schools to encourage swimming as a sport, not just a water safety unit.

A "Cradle to grave" sport/activity

- Need to find ways to encourage swimmers to stay in the sport.
- The sport suffers from burn-out at the senior level.
- Should be greater coordination with Masters' swimming groups.

General

- Number one critical success factor needs to be "one sport".
- No more infighting and airing dirty laundry in public.
- Professionalise the LTS and swimming industry – at present it is an all the eggs in one basket approach (SNZ High Performance, State Kiwi Swim). Utilise experts to spread knowledge and expertise instead of offering it in-house to the elite few.
- One of the most significant challenges facing the sport at the grass roots level is the emergence of commercial entities that are increasingly managing publicly owned pools and providing both learn-to-swim and training for competitors.
- SNZ has not realised, or has never seen it as important to recognise that some Regions (particularly smaller Regions) have fewer resources than others.
- We have to have the ability to an open and honest relationship with every Region of SNZ.
- SNZ needs to action the recommendations from Project Vanguard.
- On a local level, the Christchurch earthquake has resulted in an increased level of cooperation between Christchurch Clubs.
- We need success by NZers on the world stage.
- Our environment has to be sufficiently robust to cater for different views and the sharing of best practice. There needs to be a recognition that not all things are going to work the same in every Region so a degree of flexibility needs to be given to Regions to implement best practice.
- Once the current review is completed with the appropriate consultation/democratic processes etc, the sport needs to move forward in the agreed direction in a unified way.

- SNZ forms do not currently meet the information needs of the Clubs, particularly volunteer Clubs.

B SUMMARY OF WRITTEN SUBMISSIONS FROM INDIVIDUALS

a Key Themes

- **There is a need for clear a purpose for NZ Swimming**
- **The national organisation must be clear as to its role and how it can enable Regions and Clubs to function effectively**
- **There must be appropriate funding for all levels of swimming.**
- **Pathways must be clearly defined so that all participants can make logical choices.**
- **Pathways should cater for all types of swimmers so that each swimmer can gain maximum benefit appropriate to their ambition and/or ability.**
- **The structure of the sport needs consolidation without losing the benefits of localised volunteer-driven Clubs.**
- **Sixteen Regions are too many.**
- **The sport needs strong Clubs, with security of access to good facilities, supported by cost-effective and professional administration at Regional and national levels.**
- **Coaches are the key to skill development and high performance as they are the connection between the various levels of swimmers as they progress from Learn to Swim on.**
- **There is some disagreement about the place of "Learn to Swim', but the tensions around LTS and Swimming New Zealand need to be resolved.**
- **Better communication is needed between SNZ and its members, Regions and Clubs.**
- **There has to be much stronger relationships with local authorities to help ensure access to high quality training and competition facilities.**
- **The sport has to cater for participants from the "cradle to the grave".**

b Summary of submissions from individuals

Swimming NZ role, purpose and strategy

- Currently no unity or common goal with all stakeholders heading in different directions
- The SNZ Regions appear to have no trust of SNZ administration and they battle any attempt at creating this direction.
- There is a perception that in recent years SNZ has attempted to branch out into a range of different activities – all running alongside each other, but which are ill-defined or lack direction.
- There has to be a "one-team" culture and ethos across the entire sport.
- We need to build a sense of mutual trust in the sport.
- SNZ needs to establish a well-defined, well-understood and agreed purpose and role in the community.
- Swimming NZ should focus on facilitation at a local level and leadership at a national level.

Governance

- New Constitution should be reviewed to remove inconsistencies and there needs to be greater clarity around SNZ membership.
- The governance of the sport needs to have a strong element of swimming organisation experience in order to reconnect with the Regions.
- SNZ needs strong leaders with the ability to make hard decisions for the betterment of the sport and the credibility to have these decisions respected.
- The Board must take a more "hands on" approach to governance and not just rubber stamp decisions already made without reference to the Board.
- Accountabilities between the Board and its Chair, and between the CEO and the Board must be clearly defined and regularly monitored to ensure they are being followed.

- We don't currently have an aligned governance structure, operational structure, processes and databases and so have poor effectiveness and low efficiencies across the organisation.
- Critical factors that must be addressed at a governance level are:
  - the divisive and destructive culture of the organisation
  - a need to dilute the power of the Regions under the current constitution so that they don't hold sway over the national body
- We need a constitution that is constructed in a manner that provides boundaries yet space for innovation. Currently the sport is stuck in the past.
- The voting structure of new Constitution needs to be reviewed and perhaps moved to a one Club/one vote model to prevent any Region dominating the voting as is currently the case.
- The SNZ Board has, on balance, been fortunate for the last 5 years with the calibre of its members, but recent changes have highlighted the difficulties that a representative appointment process can engender – possibly need to look at increasing the independence of the Board.
- SNZ needs to be empowered from its stakeholders to make the key decisions for the best of the sport.
- The sport is over-governed, over-managed and under-resourced.
- We need a Board that is not constrained but empowered to govern.

Overall structure

- The current structure of Clubs/Regions/Boards/SNZ organisation needs to be reviewed.
- There is a need to look at the competition structure to enable it to be a sport that the average family can afford.
- The balance of power needs to change, with Regions focusing on representing their members rather than pushing personal agendas.
- We need a Regional network that supports the Board's vision and supports the national office in the delivery of new initiatives and programmes.
- The sport is very reliant on volunteers and the successful Regions are those that have structures in place that facilitate their members being well-informed and represented.
- A structure where there are more Regional leaders working to a common national goal would benefit the sport. We need a "one team" approach.
- The current structure empowers disaffected people to impose barriers to prevent the Board and staff from leading the sport.
- The Regional structure needs consolidating. Other than Auckland and Christchurch the Regions should be consolidated to between 6-10 Regions.
- The concept of Regional resource centres reporting to Regional Boards is worth considering.
- The structure should support the running of top-quality national meets, delivering high-quality development programmes at all levels, and supporting the development of skilled officials and administrators at national, Regional and Club levels.
- Most Regions work well and SNZ needs to be careful in considering a model with fewer Regions.

National office and administration

- Could we look at a sharing of administrative resources with other aquatic organisations?
- SNZ staff need to understand and acknowledge the critical role volunteers play in the sport – parents, volunteer coaches, time keepers, Club committee members, officials etc.
- The CEO should be just that – but a broad and in-depth knowledge of the sport is essential.
- Some of the current staff are excellent.
- Need to create a high-performing organisation with improved delivery of services (including processes and systems) and support to members, swimmers and the swimming community.

- We should have a smaller but smarter central function aimed at enabling, empowering and equipping the grass roots to deliver quality services.
- More paid staff does not equate to "more professional".
- In an environment of limited funding, SNZ needs to rely on volunteers. It cannot realistically come in and effectively run Regional operations with paid staff.

Membership

- Need clear definitions around membership and how they will be represented.
- Currently membership centres on competitive simmers, committee members, officials and life members, with some learn to swim. Need to review membership options and include recreational and leisure swimmers.
- Recent AGMs have highlighted the lack of constitutional clarity around SNZ membership.

Clubs

- Entry to the sport is and will remain through a local Club, so Clubs need to be given the support and resources to operate their business effectively.
- Strong Clubs that are inclusive of all swimmers and supporters are essential to the growth of swimming
- Clubs are struggling to survive and currently get uneven support from the national body.
- Clubs should be supported by a Regional network of paid development staff.
- It has seemed at times that SNZ is "doing its own thing" in isolation from Regions and Clubs, yet a number of these activities risk having negative impacts at Club level.
- Clubs should be working in clusters and collaboratively with local influencers e.g. councils, schools, MPs etc.

Funding

- Need for appropriate funding at all levels of swimming – funding needs at national, Regional and grass roots levels must be addressed as a key to achieving any level of critical success.
- Swimming needs to affordable, accessible and fun for everyone.
- Swimming in general is over-reliant on grant funding. Swimming must move away from this reliance and can do so if (a) the brand is fixed, (b) we have much tighter membership and (c) we have a broader support base. We will then appeal to sponsors.
- Learn to Swim programme are readily available, but the programmes run for a significant time and so the costs become significant for parents of beginners.
- Competitive swimmers face significant costs to compete.
- A review of cost structures for Club, Regional and national bodies should be undertaken.

Marketing and promotion

- The profile of swimming as a sport is poor.
- There is no effective promotion undertaken by SNZ at local, Regional or national levels.
- If possible we should have more events televised to gain more public interest.
- Participation of swimmers from all ages needs to be encouraged.
- Not enough attention is given by Clubs to promotion at school swimming competitions.
- Swimming has some ground to make to catch up to other sports in capitalising on the growing sports industry market.

Facilities

- There is as a need for some research on how many Clubs are denied access to teach LTS because of

exclusivity rights granted to pool operators.
- Access to good quality training facilities has to be a top priority for SNZ.

Pathways
- Need for a clearly defined pathway for young swimmers.
- SNZ needs to recognise that many people do not want to belong to a structured organisation or Club – they swim for recreation and fun.
- SNZ should encourage Regions and Clubs to introduce two-tier programmes at intra-Club competitions, with unofficial events for the general public supplementing the usual structured events.
- We must have a "whole of sport" approach and plan with pathways for swimmers, coaches, officials, volunteers and Clubs.
- Young swimmers love to race – so provide them with more opportunities.

Coaching
- Critical success of swimming must be based on the use of experienced coaches' expertise and knowledge in the development, implementation and review of pathways.
- SNZ needs to expand coach education programmes to focus on up-skilling and enrolling more volunteer swim instructors within Clubs.
- Coaches are the backbone of the sport and could assist SNZ with having a greater say in the development of new competitive programmes.
- We need a coach to coach the coaches – someone to help and assist coaches throughout NZ.

Volunteers
- Volunteers are absolutely critical for the sustenance of the sport. Their energy and expertise at all levels has to be encouraged by SNZ.

Communications
- Better communication is needed between SNZ and its members/Regions/Clubs.
- There needs to be an "unclogging" of communication channels in the sport.

Attracting people to the sport and to stay in the sport
- Many children regard swimming as boring – SNZ needs to take the focus for the Under-12 age group away from speed and add the fun.
- SNZ's area of influence extends to the 1.2 million Kiwis and groups who, according to the SPARC 2007-08 Active NZ Survey, choose swimming as their preferred activity for sport, recreation, health and well-being. These people should be engaged within SNZ in some way, even if not as members.

Learn to Swim
- There has to be clarity around SNZ's role in LTS, teaching the teachers and accreditation.
- There are tensions between the professional schools, NZSCAT and the LTS teachers, and SNZ. The tensions need to be eliminated.
- SNZ should lead the development and recognition of a preferred LTS brand through Clubs.
- LTS is currently in turmoil.
- Most Clubs in NZ do not coach LTS – it has gone to the private sector.
- SNZ needs to focus on the sport of swimming – not LTS. This is being done by others who do a good job.
- SNZ needs to get out of the LTS side of swimming. It's not their core business and they people they employ in this space lack credibility.
- Advice from our trans-Tasman counterparts was that the worst decision they ever made was to give away

LTS activities as it separated Clubs from their catchment.
- SNZ has a clear interest in LTS activities through its QSS accreditation programme and as a catchment for recreational and potential competitive membership.

Relationships with other aquatic organisations
- The potential for strong relationships with other aquatic sports such as water polo should be pursued.
- We currently miss out on the synergies and efficiencies available from a "Whole of Aquatic" approach.
- Open water swimming is showing promise and growth.

Relationships with local authorities
- SNZ and the whole sport needs much stronger relationships with local authorities to ensure that there are sufficient numbers of, and access to, high quality training and competitive facilities.
- Swimming should collaborate with councils with their LTCCPs and identifying the need for pools – this could be nationally led but locally driven.

Schools
- There should be a campaign to make swimming compulsory in the curriculum.
- There could be greater use of schools using accredited swim education programmes.

A "Cradle to grave" sport/activity
- Our sport should be catering for participants from the "cradle to the grave" – synchronised swimming, diving, master, and open water.
- Find ways to encourage senior swimmers to stay in the sport.

General
- We should present the sport as less "officious" – competitive meets are seen by juniors as officious.
- We are focused on internal issues rather than on developing the opportunities or applying our strengths to meet the changing needs.
- We do not have, and have not had for 20 years, who has a passion for the sport.
- SNZ appears to be very good at commissioning reports and surveys over the years, yet findings are rarely acted on or nothing tangible develops.
- Recreational swimming and our contribution to the safety, health, and well-being on NZers receives very little focus.
- We need a sharing of knowledge and ideas across the entire sport, and a consistent way of doing things that avoid duplication.
- There is disagreement/internal struggle around ownership of the sport – it clearly belongs with swimmers and parents (of child and youth swimmers).
- As an organisation, SNZ fails to understand the forces driving change – demographics, public expectations, government, market etc.
- The Technical Panel is an old boys/girls Club and needs a good shake-up.
- The sport is currently being held back by people with personal agendas who are deliberately undermining the SNZ Board and staff.
- There needs to be a clearly articulated set of standards communicated for the future so that Clubs, Regions and associated parties can make appropriate adjustments to their plans.
- The swimming organisation as a whole finds it difficult to change direction around its internal management.
- The focus over the next five years must be on Transformation.

- We have to improve the culture of swimming as demonstrated by unity in purpose, supportive of each other, and embracing progress and change – "One Team".

C SUMMARY OF WRITTEN SUBMISSIONS FROM REGIONAL SPORTS TRUSTS

a Key Themes

- **Swimming must adopt a "one sport" approach, with a coherent and integrated strategic plan.**
- **The SNZ Board should be more strategic in its approach.**
- **Greater alignment is needed between the SNZ National Office, its RSOs and Clubs, and the overall structure must strengthen the relationships between these bodies.**
- **The administration of the sport requires significant restructuring.**
- **The sport is becoming elitist due to the cost of joining Clubs and paying for pool access and training.**
- **The base of swimming participation needs to be broadened in order to grow the sport.**
- **More and better facilities are needed for all levels and types of swimmer.**
- **There is a great need for Regional centres of excellence to strengthen local and inter-district competition.**
- **SNZ should invest in up-skilling and developing Regional coaches.**
- **Swimming is not attracting participants from the lower socio-economic sector of the community – programmes need to be more fun and affordable.**
- **Stronger relationships with local councils must be a top priority for the sport in order to gain access to good quality facilities.**
- **Swimming must remain an essential part of the curriculum and the swimming instructional skills of teachers better developed.**

b Summary of submissions

Swimming NZ role, purpose and strategy

- A coherent and coordinated plan is needed that outlines where SNZ is hoping to be in five years.
- Need to adopt a "one sport" approach – the role and purpose of a Regional swim association needs to be aligned with SNZ in the delivery of a national plan.

Governance

- Overall a more strategic approach needs to be adopted by the SNZ Board.
- If necessary there needs to be some change in Board personnel to ensure this happens.

Overall structure

- There needs to be better alignment with the various bodies charged with swimming and other water activities.
- SNZ must create a structure that strengthens the relationships between Clubs, RSOs and the swimming NSO.
- Swimming is fragmented in delivery in terms of LTS, competitive pathways, swimming for fitness and swimming to survive. We need an integrated delivery model.
- The swimming sector is divided on the best and most effective structure for the delivery of services to the community e.g. is it private enterprise or community Clubs or Council-owned organisations or all three that best deliver services?
- The Regional structure must be reviewed. At present it is very much driven by volunteers. The sustainability

and impacts of this would be questionable.
- There is currently a complete lack of alignment between SNZ, its RSO's and Clubs.
- A plan is needed that addresses the cost structure of the sport.

National office and administration
- There needs to be a significant restructuring of the administration of the sport.
- Change will only be effected though the introduction of a new executive team, and a Chief Executive who is capable of leading the organisation through a change process.

Membership
No submissions on this

Clubs
- Swim Clubs squabble amongst themselves with little or no coordinated approach or direction from the national body.
- Clubs are expensive to join and as a result swimming has become a largely elitist sport.
- The Clubs compete with each other to attract parents and their children with the respective Club coaches competing **against each other**.
- There are too many swim Clubs in some urban environments. This results in duplication of resources, volunteers and funding. The public would be better served by the rationalisation of some Clubs and more collaboration.

Funding
- Swimming is not a cheap sport, so affordability is a factor. In many areas travel is costly when swimmers are driving (or being driven) for over two hours to the nearest swim meet.
- Swimming needs to be accessible for all NZers, particular with regard to cost.

Marketing and promotion
- Need to put an emphasis on growing the base and broadening the pyramid.
- Need to engage with local business communities at the "front end" in supporting initiatives and swim projects.
- Swim cubs don't promote other swim options for kids e.g. surf lifesaving and triathlon.

Facilities
- Facilities must be available, modern, welcoming and clean.
- We need to create better facilities (e.g. heated pools) with more lane space for our rural areas and pathways from school swimming to Club swimming.
- Facilities re not always available to facilitate learning when you move out of the larger towns for the under-5 age group – this age group is very important in establishing early water confidence and passion in parents for aquatics.
- There is limited access for those facilities that exist e.g. upkeep of local school pools are a financial burden on the school and can be in danger of closing.
- Pools in schools – there is currently no partnership to keep the pools financially sustainable.

Pathways
- The transition from general swimming to competitive swimming must be gradual and contain the element of fun.
- Need support for Regional centres of excellence outside the Millennium Institute to strengthen the Regions and provide for strong inter-district competition. This can also provide regular competition for

elite swimmers and be a stepping stone for trans-Tasman competition and international swimming meets.
- SNZ needs a seamless pathway for LTAD (long term athlete development) from explore – learn – excel.
- The development model is disjointed – for the child who learns to swim, their options to move into either recreation or competitive pathways is limited.

Coaching
- SNZ needs to invest in providing coaches who can deliver swim skill instruction independent of professional coaches who are bottom-line driven. Or at least SNZ should have coaches who can coach the coaches and introduce new coaches into the coaching system.
- The personality differences among coaches currently results in a divided sport.
- Invest in upskilling and providing opportunities for Regional coaches to be mentored through exposure to overseas training opportunities and regular coaching courses run by master coaches.
- Better coaches will attract a larger stable of swimmers.
- With coach development, resources on the SNZ website promote the courses, but actual delivery of the courses is not apparent.
- SNZ should take control of developing coaches from grassroots upwards and provide training and on-going education.
- A minimum standards/best practice framework needs to be developed for swim Clubs and led by SNZ.

Volunteers
- Volunteers provide a vital support for the Clubs.

Communications
No submissions on this

Attracting people to the sport and to stay in the sport
- Swimming does not cater for the lower socio-economic sector of the community. This area of society is increasingly reliant on community and school-based programmes predominantly catered for by Water Safety NZ.
- Make swimming affordable again for all through investment in swim programmes that subsidise the cost of pool entry and tuition.
- Swimming is losing kids between ages 7-17.
- Need to open up swimming to athletes who want to swim to maintain fitness for other sports.
- Currently the only pool that SNZ is tapping is the upper-middle class with regard to membership. This must change and a more inclusive approach needs to be taken.

Learn to Swim
- SNZ must develop a closer and more amicable relationship between SNZ and Water Safety NZ. Currently there is a major disconnect between the two bodies when they should be working more together.
- An ideal partnership would be Water Safety NZ taking responsibility for the provision of grassroots fundamental swimming skills and capital contributions to retain school and community pools. SNZ should focus on creating the swim instruction to Clubs, squads and pathways through building capability and capacity at these levels, along with a major focus on coach development at all levels.
- SNZ should develop accreditation criteria for the LTS programmes.

Relationships with other aquatic organisations
Covered above

Relationships with Local Authorities

- SNZ needs to do more advocacy with local authorities in relation to the development of facilities.
- SNZ and Regions must develop partnerships with local authorities with regard to ensuring access to municipal facilities, the maintenance of existing pools and development of new facilities. This will require the development of a facilities strategy that identifies swimming's needs both now and into the future and can be fed into LTCCPs.
- SNZ and the whole sport needs much stronger relationships with local authorities to ensure that there are sufficient numbers of, and access to, high quality training and competitive facilities.
- Swimming should collaborate with Councils and their LTCCPs in identifying the need for pools – this could be nationally led but locally driven.

Schools

- Swimming must remain in the curriculum as it is an essential life skill.
- Need to increase the skills of teachers in the swimming space.
- Need to develop a schools-based teacher training programme that is coordinated and largely funded that focuses on teachers being provided the skills and confidence to impart fundamental swimming skills.
- Forge relationships and partnerships with Primary Schools and Secondary Schools Principals' Associations.

"Cradle to grave" sport/activity

No submissions on this

General

- Look at successful sports models and what others are doing in swimming, particularly in Australia which has a very successful High Performance programme – this hasn't happened by accident.
- There is a need to keep swimming fun – invent new ways to keep kids swimming, hold fun competitions not involving long distance etc
- Focus areas for community sport development – SNZ could focus on 4 key development areas in the sector
  - increase in participation
  - increased number of volunteers/coaches/officials
  - improved delivery systems
  - better resources and facilities.

Table B.2 Parties interviewed as part of the Review process.

Name	Organisation
Jan Cameron	Coach – Millennium
Brian Palmer	Swimming Auckland
Trevor Deed	Auditor– Deloitte
Brett Naylor	Aqua Gym
Annette Purvis	Ex CCC Aquatic Portfolio Leader
David Welsh	Sealord's
Jo Davidson	NZ Technical Committee
Murray Coulter	Past Chair SNZ
Sandy Harrop	CEO of Water Safe Auckland
Scott Rice	Quantum Events
Michael Smythe	Legal Advisor

Ben Wiki	Arena
Bruce Freeman	Arena
Suzanne Speer	Board Member
Denise Menara	Tandem Travel
David Gerrard	Drowning Prevention Council
Mary Jane Daly	State Insurance
Phil Mitchell	North Shore Swim Club
Matt Claridge	WSNZ
Sally Webb	WSNZ
Nelson Cull	Independent Board Member
Kerry McDonald	Independent Board Member
Rushnee Warley	Olympic Campaign Manager
Jane Wrighton	Independent Board Member
Alan Isaac	Isaac Review
Alice Kan	Isaac Review
Mike Stanley	CEO Millennium Institute
Sue Edwards	Chair Synchro Swimming
Craig Hugell	Absolute Insurance
Danyon Loader	Coach – North Shore
Garry Hurring	Wellington Regional High Performance Coach
Mark Regan	Coach
Geoff Barry	RST
Alison Fitch	NZOC Athletes Commission/manages anti–doping for NZSport
Anthony Mosse	Olympic Swimmer
Paul Veric	Past CEO
Scott Talbot	Coach
David Urquhart	President Swimming Australia
Humprey Pullen	Board Member
Mark Bone	Former National Coach
Kent Stead	SNZ Events Manager
John Mace	Life Member
Don Stanley	Life Member
Mandy Grainger	President of Otago Region
Neville Sutton	President NZSCTA
Roger Eagles	Masters Swimming NZ
Alex Baumann	CE High Performance Sport NZ
Scott Newman	Athletics NZ
Jim Swanson	Regional Swimming Association
Ross Butler	Chair Board
Chris Ineson	Ineson Report
Note: A few of those interviewed also provided written summaries of their points or referred to submissions they were associated with .	

C GOVERNANCE ARRANGEMENTS FOR NZ SPORTS WHICH HAVE UNDERGONE CHANGE

Sport	Board Size	Elected/Ind.	Term/duration	Appt criteria	Appt. process	Appointment panel	Remuner-ation	Chair appt process	AGM voting	State prior to last major change
Football	7 with power to co-opt(2)	3 elected 4 appointed	4 years Max 2terms	At least one elected member from each Island No paid employees of NZF	Independents are appointed by panel. AGM elects the other. Candidates to present to the AGM Open nomination process	President NZF, Chair of Sport NZ, a nominee of the Federation chairs, (or such other members specified in the Board member recruitment regulations from time to time)	Unknown	By the Board from any member	1 vote per federation (7 of)	In the 2002 change: Creation of the seven federations from multiple districts. Previously the Board was 4 appointed, three elected. Board elected the chair One vote per federation plus one vote for the Board and the president
Cricket	8	All elected	2 retire every year but may re-stand. No limit on terms	Consideration shall be given to having a women Director and a representative from each Island	Nominations from District and Major Associations. A selection panel as outlined in new Constitution interviews all candidates and recommends to the AGM	Two nominees of the Institute of Directors (IOD). Two nominees of the Major (Cricket) Associations. One nominee of the Board of NZC	No	By the Board annually from any member	Each Major Assn has 20 votes less the number of districts in its area Each District has one vote	Unable to locate old constitution
Netball	8	3 elected 4 inde-pendent Plus CEO	3 years Two consecutive terms or total of nine years if terms have gaps	No stated criteria	Appointed positions are open nominations (any person) Elected members nominations are "in the approved form" by Regions, centres or the Board. – one nominator only required	Two nominees of the IOD or an equivalent organisation. The President or his/her nominee. One other person nominated by the Board.	Yes all Directors	By the Board annually from any member	Each Regional entity has 30 votes less the number of delegates of netball centres who are present at the meeting	1980 constitution Council of two delegates per union, the president and one executive rep. the AGM was the annual meeting of the Council 2 votes per union, one for the executive. 7 person executive – all elected had powers delegated from the Council
Basketball	8	4/4	4 years Max. 2 terms	Exclusions for appointed members; "material interest or involvement in Basketball" Elected members cannot be an employee, contractor or officer of BBNZ, affiliate, subsidiary or associate organisation or any other organisation deemed to involve conflict Skill set laid out as per rugby league below	Appointed members through a panel as described in new Constitution. Panel recommends candidates for the elected positions. Anyone can nominate in the approved form	Four persons. A chair with expertise in governance chosen by Sport NZ and approved by the Board. A person (not on the Board) with expertise in sports governance nominated by the Board and approved by Sport NZ. An incumbent Board member not seeking re-election (elected member by preference) One other chosen by the Board with experience in Basketball and an understanding of governance (not on the Board)	No	By the Board annually from the appointed members	Elected members by AGM vote, 2 – 5 votes per affiliated organisation dependent on player numbers	2004 constitution Voting members ; affiliated associations with votes on a sliding scale dependent on membership Board; 6 elected, up to 2 co-opted and the CE
Rugby League	7	4 appointed 3 elected	4 years Max 2 terms	Must be 3 "rugby league knowledgeable" Criteria for all Directors laid out incl: Governance experience, sport knowledge, community based programmes, central and local govt experience, sponsorship, specific occupational skills.	Appointed Directors via panel as laid out in constitution Panel recommends candidates for the elected positions. Nominations by the Zones for elected positions Open nomination process for the appointed positions	Two Sport NZ nominees, one who is the chair (with a casting vote). One appointed at the preceding AGM (cannot be seeking office). One Board nominee. May be a Board member as long as he/she is not under consideration for reappointment	Yes for Directors, more for the chair	By the Board annually from any member	One vote per Zone (Region)	July 2003 constitution Members were the "affiliated" bodies who also voted. Votes depended on team numbers Board of 6 Chair – elected 4 further elected members One appointed (by the Board Also an elected President

Sport	Board Size	Elected/Ind.	Term/duration	Appt criteria	Appt. process	Appointment panel	Remuner-ation	Chair appt process	AGM voting	State prior to last major change
Tennis	8	4/4	3 years Silent on maximum terms	Skills laid out as per Basketball and Rugby League Appointed members may not hold positions in a Regional centre Elected members may not be employees	Panel appoints the appointed members directly and recommends best first among the elected candidates Appointed positions; open nomination Elected positions nominated only by the Regions in the prescribed form	The Chair of Tennis NZ. A person nominated by the chairs of the Regional centres (not a Board member or employee of a Regional centre or Tennis NZ) A suitably skilled independent person nominated by the Board. No panel member may be seeking appointment or election	No	By the Board annually from the appointed members	Each Region has one vote per 1,000 registered players	2005 constitution Members were the districts, and affiliates The Council was the AGM voting college including members as above , life members, Board members .and the President 7 person Board essentially appointed. Appointments panel recommended to the AGM only as many candidates as there were vacancies Chair elected by the Board
Bike	8	4/4	4 years Max. 2 terms	Skills criteria outlined for appointed members Members cannot hold office or be an employee in member organisations or Bike NZ	Independents appointed directly by panel. No nomination needed. Elected positions nominated by member organisations or two adult voting members	Chair (unless seeking reappointment). Nominee of a professional organisation recognised for his/her governance expertise. Two people agreed by a majority of the member organisations (may not be employees or Board members of Bike NZ or the MOs). One person nominated by Sport NZ	Chair stipend	By the Board from the independent members	% split between individual members and member organisations . Ration changes as more individuals become members to a maximum of 60% to individuals. Individual members cover all classes, not just in Clubs	Representative Board, one from each of the component parts, BMX, MTB etc by direct appointment. Up to three elected. (Max Board of 8) Membership , organisations only Chair elected by the Board
Rowing	9	4 appointed 1 appointment recommended by the secondary schools committee 4 elected	2 year terms 4 terms (stand down period for schools position) AGM may reappoint an appointed Director for a 5th term in exceptional circumstances	Collective experience shall include governance, business strategy and operations, sports administration and community relations with a focus on financial sustainability Appointed Directors cannot hold any position in the sport and it is recommended they have no previous involvement at all	Open nomination for appointed Directors. Local assn. nominations for elected positions	Unspecified. Just states that the Board shall appoint an independent committee	No	By the Board annually from any member	2 votes for each local association which can be exercised separately	2007 constitution Local assns. vote at the AGM, 2 votes each A President elected by the AGM Board is essentially 4/4 Four elected commissioners (domestic, High Performance, Local Assns, Youth) and four Directors selected by the Board and endorsed by the AGM. Chair elected by the Board
Triathlon	Six (plus one if an incumbent is an ITU Director) Power to co-opt	4 elected, 2 appointed	Two years. Appears to be silent on maximum terms	Must be members No specific criteria although the panel is required to run a thorough and professional process seeking the highest calibre candidates possible Also consideration to ITU gender policies	Elected positions nominated by affiliated Club or any two members. Appointed positions must be advertised nationwide	Patron or past president of TriNZ (nominated by the Board), nominee of Sport NZ, and one other person nominated by the Board.	Unknown	Board appointments panel organises a secret ballot of the Board following the AGM	One member one vote Postal or electronic vote. In person or by proxy at the AGM	2004 constitution Board of six, all elected including President and Vice President. President also the chair One member one vote by postal ballot Power to co-opt

D CONSOLIDATED FINANCIALS FOR REGIONS AS AT 30 JUNE 2011

CONSOLIDATED FINANCIALS AT 30 JUNE 2011 FOR SNZ REGIONS

Consolidated Financials at 30 June 2011 for SNZ Regions

Income:	Otago	Wellington	Northland	East Districts	Manawatu	Nelson	Southland	HBPB	Taranaki	Counties	Waikato	Auckland	Canterbury	BOP	Wanganui	Wairarapa	Total Regions
affiliation fees	27,631	54,894	18,679	15,200	7,176	14,160	16,355	14,790	14,892	21,847	45,395	57,148	50,908	30,282	35,409	8,380	433,145
SPARC/Sport NZ	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
grants/donations/sponsorship	11,162	48,704	59070	9,322	-	3,999	119,426	4,000	70,993	9,219	28,000	30,162	61,406	84	1,299	1,000	457,846
fundraising	-	13,392	-	-	342	747	-	-	-	-	-	20	1,047	-	-	423	15,971
meets	33,004	95,517	39,041	13,402	28,553	7,112	15,694	17,170	28,562	24,433	18,000	148,397	66,807	66,757	525	10,098	613,072
operations	5,798	-	261	-	348	-	-	1,500	-	-	21,254	10,398	-	-	-	893	40,452
misc	-	4,162	1,644	295	997	-	-	-	2,513	-	1,700	6,645	862	4,750	-	-	23,568
camps	-	-	-	-	-	-	-	-	9,629	-	-	24,324	-	4,286	-	-	38,239
awards	-	-	-	-	-	-	-	-	-	-	-	-	-	1,280	-	-	1,280
interest	2,156	7,677	1,329	2,078	5,746	1,824	2,365	436	3,667	1,606	3,000	3,444	8,764	5,621	669	44	50,427
Total Income	**79,751**	**224,346**	**120,024**	**40,297**	**43,162**	**27,842**	**153,840**	**37,896**	**130,256**	**57,105**	**117,349**	**280,538**	**189,794**	**113,060**	**37,902**	**20,837**	**1,673,999**

Expenses:	Otago	Wellington	Northland	East Districts	Manawatu	Nelson	Southland	HBPB	Taranaki	Counties	Waikato	Auckland	Canterbury	BOP	Wanganui	Wairarapa	Total Regions
affiliations	16,905	33,745	14,859	9,752	1,022	8,742	9,636	-	10,436	2,360	26,000	-	26,899	-	85	6,479	166,750
accounting	620	389	4,912	500	508	920	523	-	328	360	-	5,563	1,000	1,614	-	-	17,237
misc/operating	4,691	16,731	4,507	4,134	24,142	6,215	9,590	3,573	12,615	17,262	25,950	55,054	24,899	26,879	5,725	11,687	253,654
meets	18,160	86,062	15,411	10,882	3,256	5,630	24,124	16,138	51,812	-	5,000	95,346	51,677	43,672	16,792	-	443,962
competition expenses	-	-	-	-	-	-	-	-	-	-	-	11,265	-	-	-	-	11,265
operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
insurance	-	3,792	-	-	735	1,255	587	-	410	2,946	-	1,928	-	985	-	437	13,075
administration/administrator	6,000	44,230	11,569	8,500	4,286	2,840	36,245	8,400	31,138	17,159	25,000	103,707	40,036	15,300	-	600	355,010
legal fees							1,257		-	-	-	-		676	-	-	1,933
development officer	-	-	-	-	-	-	13,879	-	-	-	-	-	-	-	1,653	-	15,532
coaching programme	-	-	-	-	-	-	36,534	-	-	-	21,500	-	1,102	-	600	-	59,736
camps/clinics	-	-	2,683	-	-	-	13,425	6,357	35,036	2,459	-	-	198	10,241	-	-	70,399
awards	7,607	11,775	5,418	-	-	1,134	4,767	5,132	-	9,027	-	-	-	4,780	2,415	2,359	54,413
depreciation	3,858	5,925	9,512	966	2,274	987	1,625	1,595	2,533	3,084	4,000	35,487	25,921	2,712	-	1,184	101,663
sports force coordinator	-	-	-	-	-	-	-	-	-	-	7,200	-	-	-	-	-	7,200
travel/accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	***57,841***	***202,649***	***68,871***	***34,734***	***36,223***	***27,723***	***152,193***	***41,195***	***144,308***	***54,657***	***114,650***	***308,350***	***171,732***	***106,859***	***27,100***	***22,745***	***1,571,831***

Summary :	Otago	Wellington	Northland	East Districts	Manawatu	Nelson	Southland	HBPB	Taranaki	Counties	Waikato	Auckland	Canterbury	BOP	Wanganui	Wairarapa	Total Regions	SNZ
Total Income	79,751	224,346	120,024	40,297	43,162	27,842	153,840	37,896	130,256	57,105	117,349	280,538	189,794	113,060	37,902	20,837	1,673,999	4,158,493
Total Expenses	57,841	202,649	68,871	34,734	36,223	27,723	152,193	41,195	144,308	54,657	114,650	308,350	171,732	106,859	27,100	22,745	1,571,831	4,124,266
2010/2011 (Surplus/Deficit)	$21,910.00	$21,697.00	$51,153.00	$5,563.00	$6,939.00	$119.00	$1,646.84	-$3,299.00	-$14,052.00	$2,448.00	$2,699.00	-$27,812.00	$18,062.00	$6,201.00	$10,802.00	-$1,908.06	$ 102,169	$ 34,227
2009/2010 (Surplus/Deficit)	-$78.00	-$10,752.00	$13,364.00	$3,160.00	-$1,003.00	-$2,575.00	$19,469.00	$2,879.00	$17,911.00	$2,010.00	$1,520.00	-$31,620.00	$7,749.00	$4,243.00	$0.00	-$192.08	$ 26,085	$ 89,271

Equity at 30 June	Otago	Wellington	Northland	East Districts	Manawatu	Nelson	Southland	HBPB	Taranaki	Counties	Waikato	Auckland	Canterbury	BOP	Wanganui	Wairarapa	Total Regions	SNZ
Cash on Hand / Term Deposits	*112,742*	*215,256*	*50,292*	*62,722*	*139,394*	*63,354*	*78,064*	*68,336*	*78,693*	*56,298*	*113,738*	*64,521*	*200,874*	*105,677*	*28,327*	*17,726*	*1,456,014*	*1,036,814*
Other Current Assets	-	17,147		572	196	1,698	16,041	3,392	3,414	0	33,448	79,944	26,260	6,743	0	0	188,855	477,323
Total Current Assets	**112,742**	**232,403**	**50,292**	**63,294**	**139,590**	**65,052**	**94,105**	**71,728**	**82,107**	**56,298**	**147,186**	**144,465**	**227,134**	**112,420**	**28,327**	**17,726**	**1,644,869**	**1,514,137**
Total Fixed Assets	**14,432**	**19,959**	**72,973**	**2,713**	**3,966**	**22,867**	**3,789**	**4,356**	**3,646**	**7,733**	**34,686**	**172,755**	**45,262**	**6,596**	**3,221**	**2,486**	**421,440**	**60,093**
Total Liabilities	-1,074	-47,937	-2,625	-7,477	-26,153	-30,520	-8,583	-23,161	-4,156	**0**	-54,856	-83,002	-7,857	-3,507	-4,480	-834	-306,223	-1,173,417
Net Assets	**126,100**	**204,425**	**120,640**	**58,530**	**117,403**	**57,399**	**89,311**	**52,923**	**81,597**	**64,031**	**127,016**	**234,218**	**264,539**	**115,509**	**27,068**	**19,378**	**1,760,087**	**400,813**
Total Cashed Value	111,668 4th	175,989 2nd	47,667 14th	57,391 11th	113,437 3rd	59,687 10th	85,522 7th	48,567 13th	75,654 8th	56,298 12th	91,930 6th	61,463 9th	209,612 1st	107,658 4th	23,847 15th	16,892 16th	1,343,282	309,149

E ROLE RESPONSIBILITIES FOR SNZ, REGIONS AND CLUBS

1 SNZ Role

Vision:	To consistently have winners on the World Stage				
Mission:	To Support the Growth and Performance of the Competitive Sport of Swimming				
Objective:	To help our Regions, Clubs and High Performance Members				
Tactics:	**'Win' and Grow Competitive Swimming**	**Grow Regional Capability**	**Grow Regional Management**	**Ensure National Facilities and Partnerships**	**Ensure continuity**
	• Development, funding, and delivery (insourced or outsourced) of 'World-class' National High Performance program (Swimmers, Officials, Managers, Coaches,) • Accessible & vibrant National competitions • IP on, and roll-out of, new 'Competitive' products • Raising of awareness & interest in competitive swimming in NZ (International Events, elite swimmer promotion) • Engaging communication/ media management across all channels • Identification of new potential swimmers including Maori, Pacifica and other ethnicities and developing strategies to encourage them into the sport.	• Development of Swimmer, Coach, Official & Volunteer Programs and Resources for Regions to deliver • Co-ordination of Competitive Talent ID	• Provision of Regional resources e.g. Constitutions, Policies, and Standards for the sport at all levels, Sport NZ resources, etc. • Provision of shared services e.g. National website solution for member registration and management • Open communication between the Regions, Clubs, SNZ	• Facilities in place for Zonal, National and International Competitions • Develop, in conjunction with the Regions, & leverage government, council & funder relationships to deliver the above • Be an active and constructive member of Aquatics NZ and develop good partnerships with SPARC, FINA, Water Safety New Zealand, New Zealand Swimming Coaches & Teachers Association, other water codes e.g. waterpolo, etc. • Co-operate with LTS, including input to the strategy and policies and assisting Regions/Clubs to access funds for Learn to Swim • Development of an MoU between SNZ and Paralympics to ensure inclusion of swimmers with a disability in all levels of sport	• Sound governance structures, processes and policies • Sound risk & asset management (balance sheet / operational / commercial) • Grow & develop multiple, sustainable and diversified revenue streams
Underpinning Skills:	Governance, Leadership, Clear & Open Communication, Reporting against Key Performance Indicators, Stakeholder Partnerships, Innovative Systems & Financial Management				
Underpinning Values:	Trust, Transparency, Collaboration, Integrity, Respect, Excellence, Role Clarity and Accountability				

2 Region Role

Vision:	Each Region will have their own Vision				
Mission:	To provide effective support for the Clubs in our Region, and play our Regions role in helping SNZ deliver on its Strategic Plan				
Objective:	To help our Clubs and/or SNZ				
Tactics:	**'Grow their Membership**	**Grow their Members**	**Grow Their Management**	**Grow Facilities**	**Ensure continuity**
	• Lead and deliver accessible & vibrant InterClub , Regional and Zonal competitions • Raising of awareness & interest in competitive swimming within the wider community (RST programs, Events) • Engaging communication across all channels • Ensure Clubs and the Regions maintain an up-to-date compliant database in conjunction with SNZ	• Lifelong involvement opportunities • Holistic Swimmer, Coach, Official & Volunteer development pathways from Club to National level (Delivery of SNZ programs/ resources, Representative Opportunities, Camps, Trips) • Selection and development of Inter-Regional and Zonal teams	• Provision of Club resources • Provision of shared services where economic • Open communication between Clubs & the Region	• Develop and work with Clubs and SNZ to implement a Regional Facilities Plan • Develop & leverage council & funder relationships for pool & facilities provision • Assist in provision, development, maintenance & management of pools & facilities where appropriate	• Sound governance structures, processes and policies • Sound risk & asset management (balance sheet / operational / commercial) • Grow & develop multiple sustainable and diversified revenue streams
Underpinning Skills:	Governance, Leadership, Clear & Open Communication, Stakeholder Partnerships, Innovative Systems & Financial Management				
Underpinning Values:	Trust, Transparency, Collaboration, Integrity, Respect, Excellence, Role Clarity and Accountability				

3 Swimming Club Role

Vision:	Each Club will have their own				
Mission:	To Attract, Develop and Retain Members in the Competitive Sport of Swimming				
Objective:	To Grow and Membership and Help our Members				
Tactics:	**Enjoy Competitive Swimming**	**Grow Their Ability**	**Grow our Swimming Community**	**Ensure Access to Facilities and Partnerships**	**Ensure continuity**
	• Promotion and delivery of introductory and ongoing Swimmer, Coach, & Volunteer Swimming Experiences (may include Learn to Swim) • Promotion and delivery of 'fun' and serious Competitive experiences at various levels • Raising of awareness & interest in competitive swimming in the local area • Engaging communication across all channels	• Provision of, and access to, swimmer and coach, training programs at various levels • Competitive Talent ID • Selection and development of Inter-Club teams	• Volunteer roles defined and resourced. Opportunities for friendship and involvement provided • Use of shared services provided by SNZ e.g. Membership registration, databases, websites • Open communication between the Club, Region and SNZ • Work with Regions and SNZ on targeted programs • Work with external organisations such as local schools to identify and attract new swimmers into the sport	• Ensure ongoing access to Pools • Ensure enduring partnerships formed with local partners, and the community	• Sound governance structures and policies • Sound risk & asset management (balance sheet / operational / commercial. Some may own/ control their assets) • Grow & develop multiple sustainable revenue streams
Underpinning Skills:	Governance, Leadership, Clear & Open Communication, Stakeholder Partnerships, Innovative Systems &				
Underpinning Values:	Trust, Transparency, Collaboration, Integrity, Respect, Excellence, Role Clarity and Accountability				

F SNZ STAFF NUMBERS AND ORGANISATION STRUCTURE

SNZ STAFF NUMBERS AND ORGANISATION STRUCTURE

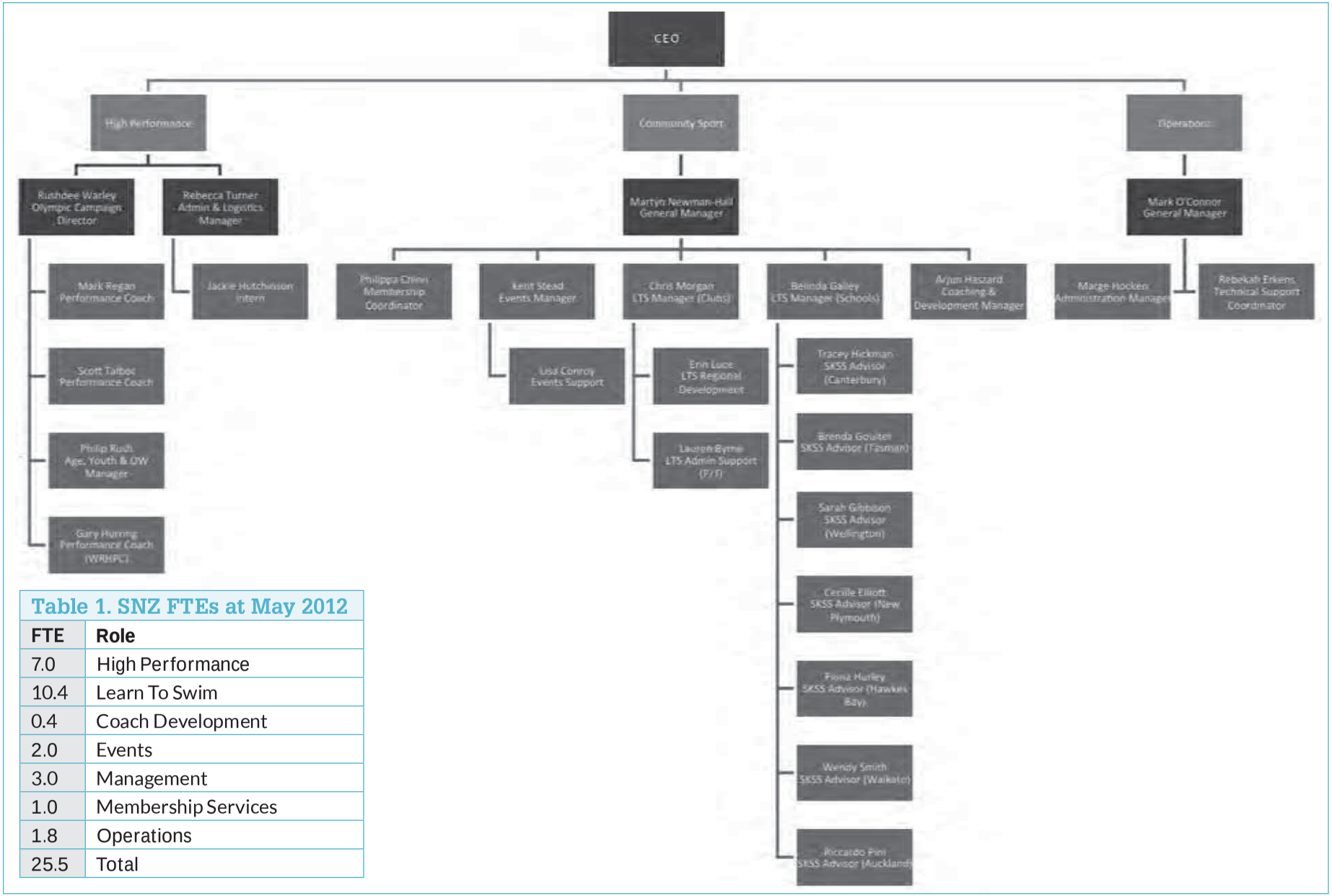


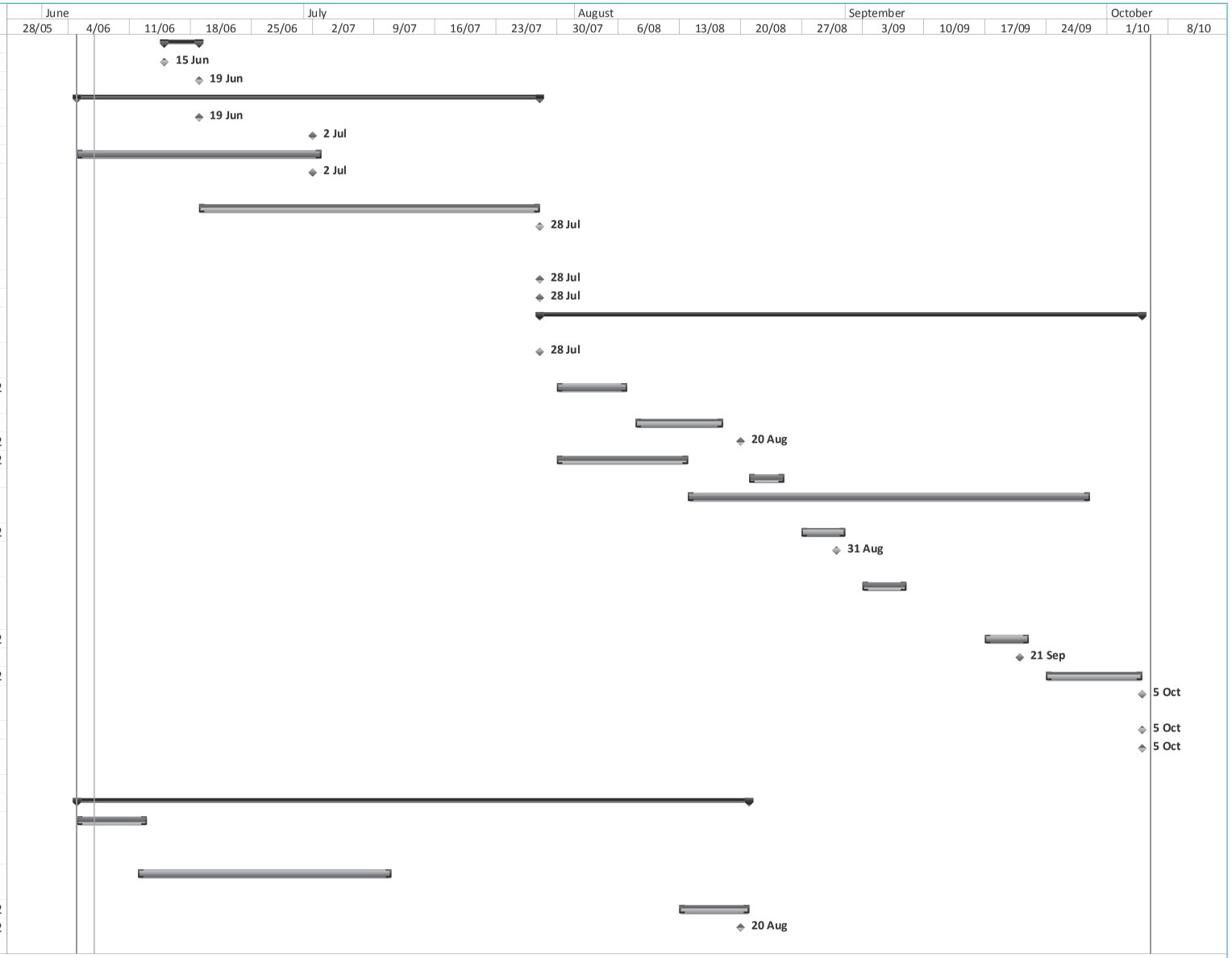
Table 1. SNZ FTEs at May 2012

FTE	Role
7.0	High Performance
10.4	Learn To Swim
0.4	Coach Development
2.0	Events
3.0	Management
1.0	Membership Services
1.8	Operations
25.5	Total

G SWIMMING SMG AND TRANSITION PROGRAMME

SWIMMING SMG AND TRANSITION PROGRAMME

ID	Task Name	Duration	Start
1	**REPORT**	**2 days**	**Fri 15/06/12**
2	Report publication	0 days	Fri 15/06/12
3	Report distribution	0 days	Tue 19/06/12
4	**SGM**	**39 days**	**Tue 5/06/12**
5	Advise Date	0 days	Tue 19/06/12
6	Formally notify SGM	0 days	Mon 2/07/12
7	Distribute papers	20 days	Tue 5/06/12
8	Notify Transition Governance arrangement	0 days	Mon 2/07/12
9	Organise SGM logistics	29 days	Tue 19/06/12
10	Hold SGM and adopt new constitution and transition regs	0 days	Sat 28/07/12
11	Existing Board retires	0 days	Sat 28/07/12
12	Transition Governance in place	0 days	Sat 28/07/12
13	**Appointment Panel and Board Appointment Process**	**49 days**	**Sat 28/07/12**
14	Independent AP members in place	0 days	Sat 28/07/12
15	Call for AP elected member applications	6 days	Mon 30/07/12
16	Hold email election for AP	8 days	Wed 8/08/12
17	AP in place	0 days	Mon 20/08/12
18	Advertise for Board members	11 days	Mon 30/07/12
19	AP reviews Shortlist for Chair	4 days	Tue 21/08/12
20	police checks underway for potential Board members	34 days	Tue 14/08/12
21	AP interviews potential Chairs	5 days	Mon 27/08/12
22	AP finalises Chair and Chair appointed to AP	0 days	Fri 31/08/12
23	AP reviews elected and appointed candidates and shortlists for interviewing	5 days	Mon 3/09/12
24	AP interviews	5 days	Mon 17/09/12
25	AP recommends for election	0 days	Fri 21/09/12
26	Email election held	9 days	Mon 24/09/12
27	AP reviews results and appoints Appointed members	0 days	Fri 5/10/12
28	New Board announced	0 days	Fri 5/10/12
29	Transition Governance arrangement finishes	0 days	Fri 5/10/12
30			
31	**HP**	**55 days**	**Tue 5/06/12**
32	Need for HP Director and HP tasks agreed with Chairs and CEOs	6 days	Tue 5/06/12
33	HP Directors appointment process managed	21 days	Tue 12/06/12
34	London debrief	6 days	Mon 13/08/12
35	post Olympic contract with swimmers and coaches	0 days	Mon 20/08/12



Project: Swimming SGM
Date: Thu 7/06/12

Milestone ◆ Summary Manual Task Manual Summary

Acknowledgement
The Swimming New Zealand Review Working Group acknowledges the tremendous willingness of all parties approached to contribute to the Review. Everyone had only one objective – to make swimming a cornerstone sport in New Zealand.