

SWIMMING SPORT INITIATIVES

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Working Together to Make Our Sport Better

*Compiled by
Clive Power*

May 2004

5th July 2004

To: Members of Swimming New Zealand's Board

The following presentation has been compiled after many hours of consultation and research both in New Zealand and overseas. This final draft before presenting it to Swimming New Zealand's Board, is I believe, a good mix of all the research to best fit our unique swimming culture.

The final draft is a summary of the "Workbook One" that was handed out at the 2003 Annual General meeting of swimming New Zealand. It reflects the tremendous work that Merle Jonson, Shona Hutt did in assisting me at the beginning, and all the other swimming people who contributed with ideas through the work books.

It is my belief that now is the time to make some changes. Our competitive calendar has undergone significant changes and the Strategic review and Organisational plan announced recently both have elements that will only be achieved by making changes to many of our existing structures.

One of the main motivating forces driving this project was making a change that would reach down to our club members. High Performance is the flag ship of our sport. High Performance soaks up an unproportunate amount of our resources, finances and administrative time and energy. It represents about 2% of our membership, ironically though, to sustain and to take the 2% to 3% we need to have the growth at the club level. Our membership is declining!

I am asking that the Board and other appointed committees of Swimming New Zealand to consider this document carefully. It is by no means exhaustive and still needs a great deal of work, but it is a start.

At the end of the day, you may come up with something that will revolutionise swimming, or it might show us that the structures we have in place, are the right ones. Whatever happens, it is going to benefit every member of our sport because they will be considered in every step of the project, the first real big overhaul that has involved the "grass roots" of swimming for many years

Clive Power

Objectives For swimming Sport Initiatives

- 1. To work with all levels of our membership to form a blueprint for the future development of our sport.*
- 2. To promote growth in the sport of swimming.*
- 3. To develop a more meaningful and effective communication conduit between our professional administration and the grass roots of swimming.*
- 4. To design a model that will provide our membership with the best opportunities for competition and to make the most effective use of our resources.*

PROPOSAL #1

The implementation of a 5 Regions structure

Rationale:

Promote more effective management of resources, improve club involvement, representation and to grow the sport.

Centres:

The centres would remain initially, providing a critical role in maintaining the flow of information and service delivery at a more basic level to clubs. It would not be prudent or beneficial to clubs to have the present structure interfered with until the new Regional Model has been established and a thorough review carried out on the effect of membership growth for Swimming in New Zealand.

The role of Centre Secretaries, or other appointed officials within the Centres would become more defined, with their focus directed more on the membership of clubs. There would be less requirement to have as many people on Centre committees. This resource would remain in the clubs.

It is important that the first stage of the development focuses on developing strong clubs. The Hillary Commissions "Sportville 2000 identified this as the critical element in the future success of Sport in New Zealand

PROPOSAL #2

The Centre Secretary becomes the Sectional Administrator

Rationale :

The role of Sectional Administrator becomes more club focused, improving basic service delivery.

Sectional Administrators

The Sectional Administrators would be elected annually by postal ballot from members of the assembly of clubs.

Role of Sectional Administrator ----

- ❖ Convening Assembly of club meetings.
- ❖ Maintenance of membership database
- ❖ Statistics relating to membership, categories, growth and all records.
- ❖ Representation of clubs at annual meeting of Swimming New Zealand.
- ❖ Working with the Regional Sports Co-ordinators to develop the sport in clubs
- ❖ Representation of clubs at National Conferences and Annual General Meeting.
- ❖ Working with Regional Sports co-ordinators to increase membership.

Note:

Assembly of Clubs – would be a representation of all clubs at this level.

This would not be a forum for national level competitive swimming (high performance) or administrative debate. It would deal with the very basic issues facing a swimming club.

The success of any model that is developed will depend on the most effective utilisation of resources.

PROPOSAL #3

The creation of 5 geographical boundaries

Rationale:

Facilitate the establishment of “One Template Structures” throughout New Zealand.

Boundaries

1. Northland ,Auckland, Counties.
2. Waikato, Bay of Plenty, Poverty Bay, Taranaki.
3. Hawkes Bay , Wairarapa, Manawatu, Wanganui, Wellington.
4. Nelson Marlborough, Canterbury West Coast, South to Timaru.
5. North Otago, Otago and Southland

Notes:

One Template structures would relate to –

- ❖ Domestic competition
- ❖ Club coaching
- ❖ Regional coaching
- ❖ Talent identification

The S.N.Z. Strategic Review goal “To provide quality resources and pathways to enhance and sustain numbers and performance”

There must be a more dynamic domestic competitive programme designed to achieve this goal.

PROPOSAL #4

Sectional (club) and Regional Meets

(a) There would only be club meets in each section. Responsibility of conducting these meets is the responsibility of the respective clubs

(b) There would only be 5 Regional meets each year. To be known as New Zealand Regional Grand Prix Series. Responsibility of conducting these would be the Regional Sport Co-ordinators

Rationale:

Develop a stronger club competition by establishing a one “Template Club Championship” throughout New Zealand.

Regional Meets would make better use of resources and allow better competition. Staggered dates (circuit/ Grand Prix) would make the competition more attractive.

Club Meets

Clubs to run three levels of meets –

1. Club meets which would be community based (sandwich board/ have a go) anyone can take part you do not have to be a member - promoted in schools.

2. Club Championship meets, run as sectional meets, to a National Template. The sectional meets can be run February through to April.

3. Sectional invitational meets (SNZ sanctioned meets) fewer meets of better quality – qualifying meets for National Championships.

REGIONAL MEETS

The 5 Regions would hold one Annual Regional Championship. The Regional Championships would be run as a circuit (New Zealand Regional Grand Prix)

Region 1 Friday 2 – Sunday 4th January
Region 2 Friday 9th- Sunday 11th January
Region 3 Friday 16th Sunday 18th January
Region 4 Friday 23rd Sunday 25th January
Region 5 Friday 30th Sunday 1st February

- Grand Prix series would be more attractive to teams from overseas
- The competition at each Regional Meet would be of much better quality
- Prize money incentives for top senior swimmers - points awarded for series

Notes:

Options could be to start end of South Island finish top North Island then reverse alternate years.

The days between Regional Championships could be used for Regional Camps / Squad camps. Northern hemisphere coaches (off season) could be brought in to run a circuit of camps.

The Regional meets would be rostered around the best facilities as identified in the in S.N.Z. Facilities Policy Manual 2003.

The Regional Meets would run to the same template throughout New Zealand, using the American Grand Prix Programme of events.

The meets would follow the age grouping (a). 10/u 11, 12, 13, 14, (b) Open

The Meet organisers would be the 5 Regional Sports Co-ordinators who would liaise with the Region Technical representative.

Provision of Technical Services

The Technical Panel is currently divided into 5 regions and the status quo would remain. It follows quite closely the proposed new boundaries. Members of the Technical Panel would attend the Assembly of Clubs meetings within each Centre within their region. This would promote a better flow of information, face to face, at club level and could well enhance the recruitment of swimming officials.

Further Notes :

Existing Centre Trophies

All the new meet manager programmes, allow for selecting any number of categories from a swim meet. Centres could isolate their Champions and present Centre Trophies based on the results of the Regional Championships.

Income derived from the running of the Regional Championship, could still be paid back to Centres from the Regional Championship on a pro-rata basis, based on each Centre's entries.

Some profit streams however would be directed into a proposed Regional Swimmers Scholarship Fund to help give the top swimmers in each region assistance to further develop their skills.

The potential for creating a most exciting competition domestically is only limited by our inability to think outside our present structures.

Committees and meetings will not make our sport grow, make it dynamic. It needs people working in the field driving the policies of the committees and meetings- making things happen.

PROPOSAL # 5

Appointment of 5 Regional Sports Co-Ordinators (R.S.C.)

Rationale :

The appointment of a Regional Sports Co-Ordinator in each of the 5 Regions would bring the sport closer together. The R.S.C. would become the "Local Face" of S.N.Z. It would be a more direct conduit to the decision making process.

The C.E.O. of S.N.Z. would work with each of the 5 R.S.C's on a day to day basis rather than 16 Centres. This would ensure the consistency of communication and smooth the interface between the professional administration and volunteer administration.

Regional Sports Co-ordinators

Profile

- ✦ This person would need to be passionate about swimming, our sport. It is an opportunity for a career pathway to ex-swimmers or others who may or may not emerge from our sport.
- ✦ For years we have tried to find ways of giving our more successful swimmers a voice at the administration level of our sport. Perhaps by providing better career pathways we can now achieve this,
- ✦ The presence of 5 of our more successful and higher profile swimmers moving around the regions might have a bigger impact on membership and the sport.
- ✦ In the past there have been countless innovative "brilliant ideas" that would or could be of tremendous value to our sport. These ideas have not permeated through the national "Grid" and have been stuck in the areas they were invented in. *The ideas have more often than not; only survived as long as the person who drove them.*
- ✦ The 5 R.S.C's would be networking on a regular basis thus forming a conduit that would ensure that the "brilliant ideas" are not lost to the benefit of our sport.
- ✦ The person needs to have an impartial view of the sport be personable and an excellent communicator.

Employment Details:

- The R.S.C would be employed by Swimming New Zealand.
- They would be employed under a standard employment contract by Swimming New Zealand.
- Remuneration to be finalized once duties were finalized.
- Renumeration would be in the range of \$30,000 - \$40,000 per annum.

Job Description:

- To communicate with and provide direction for, Centre Secretaries/ Administrators.
- Represent the various Centre Assembly of Clubs at S.N.Z level.
- Ensure publication and distribution of Regional Newsletter and management of Regional website (linkage through S.N.Z)

BUDGET			
5 REGIONAL SPORTS CO-ORDINATORS			
Income		Total	
Centres	160,000		
S.N.Z.	50,000		
Sports Trusts / S.P.A.R.C	100,000		
Sponsorship	50,000		
		360.000	
Expenditure			
Salaries	200,000		<u>Accommodation / travel</u> Estimated travel through Regions , attendance to meetings S.N.Z, S.C.A.T Conference <u>Office Space</u> R.S.C. would be accommodated in Regional Sports Trust Offices. <u>Transport not considered</u> – Lease vehicles Sponsored vehicles
Accommodation / Travel	92,000		
Expenses Office costs phone etc	30,000		
Uniform	3,000		
Allowances	5,000		
Set up costs	30,000		
		360,000	

Further notes

To Assist in ----

1. The development and implementation of services for the One Template Coaching Programme and the Regional One Template Competition.
2. Assist the Regions Coaches in co-ordination of Regional Swim Camps, Inter-Regional Competition and help develop more innovative and exciting Club Competition.
- 3 Work closely with the Swim Safe Development Managers.
- 4 Hold Regional and attend Centre meetings on a regular basis.
- 5 Work to promoting the sport in the regions growing memberships.

The R.S.C's would also facilitate the better use of the coaching skills we have in New Zealand by giving support to coaches in the regions and ensuring it flows through all levels from the elite coach to the club coach.

The recent establishing of High Performance and Performance Centres in qualifying coaching programmes in New Zealand is going to be one of the most important steps S.N.Z has taken for our high performance coaching programmes.

The Performance Centres will only maintain their status for the period that they have athletes who are meeting the criteria. The centres will depend on the continuing growth in the sport. The R.S.C's will have knowledge of the pathways (the big picture) that is available for developing swimmers and will continually sell the big picture.

Club and Regional Coaching:

A great deal of material was sent in with the last worksheet that covered Club membership and Club coaching. This proposal would develop a “**One Template**” for Club and Regional Coaching programmes. Membership will be dealt with in the next worksheet.

- The design of the template would be the responsibility of the S.C.A.T. board in consultation with the National Director of Coaching and National Education Manager.
- The implementation of the Template would be the responsibility of the R.S.C. who would pass it down through the Centre Secretary / Administrator who would in-turn pass it on to clubs.
- The **coaching template** would be designed annually at the S.C.A.T. Conference by the S.C.A.T board, the National Director of Coaching and the 5 R.S.C's who would hold a two-day workshop prior to the S.C.A.T conference to formalize the template. The agreed template would be advised by the RSC's to the Centre secretaries for distribution to club members.

Personal comment (again from Clive Power:

“Like a number of Coaches around the country I have held workshops, clinics and given talks to clubs. I have also lectured at two level two coaches’ courses and at the coaches’ conference. The Regional Swim Safe Development Officers deliver a great service, but like the other forms of knowledge sharing there is a lack of –

- **Regular consistent follow up**
- **Adequate tools to carryout the coaching**

The Regional Coaching Template:

- Would be produced in a manual form – contents would be similar to the example below.
- Close liaison with the Swim Safe Development Officers would be very important.


REGIONAL COACHING TEMPLATE

2003 – 2004

COMPILED:
S.C.A.T.N.Z
National Director Coaching
National Education Manager

National Directors Report may contain:-

- New Zealand's swimming performance for say 2002 –2003.
- Evaluation of the elite programme
- Evaluation of performances at N.Z. Juniors and Age Groups
- Identification of strengths and weaknesses
- Goals / objectives for following season

 Providing this detailed information to the smaller coaching programmes and club coach level, would help build a “big picture”, and make them feel they are part of the National programme and help them to take some ownership of the goals.

- The plan could be implemented at any stage of the year **allowing for summer only clubs** and those with indoor facilities.
- The “**One Template**” plan would mean that at any one week, every club in New Zealand would be coaching a particular skill for a particular stroke.

Coaching Plan for say the 2003 – 2004 Season

- A series of modules that the club coach could easily follow for any number of weeks during the season.
- Provision of a set of working examples .
- A web site which could be accessed to provide further support for each module

Each region would identify target meets that swimmers would attend for evaluation. The coaches would evaluate the performance of the swimmers in the stroke / skill of the month at this meet.

- The R.S.C's would collect all the data from the **Coaching Template** Programme and collate it for Regional Coaching Groups.
- R.S.C's would be responsible for organising Regional Coaching Clinics, Camps etc.

Note:

When analysing this area it seemed to be outside the scope of our project but when all the different areas of the coaching and teaching programmes were looked at - the club or squad coach who works at **the level one or below level** do not have something that they could carry in their back pocket for quick reference. **Something that is simple and makes them feel they are part of the big picture.**

S.C.A.T members should not feel threatened by the development of a club coaching programme, they will have representation at each annual planning phase to ensure the growth that will result from the plan, is channeled into the correct levels of coaching.

- There is a need for a **simple** coaching structure that can operate throughout New Zealand **at club level.**
- Annual evaluation of our national competitive performance to identify weaknesses and strengths at National Junior and Age Group level will be the key element to the **One Template Programme**

The R.S.C in a Region will be the facilitator and be responsible for the implementation of the One Template Coaching Programme.

**REGIONAL SPORT CO-ORDINATOR
PROPOSAL/EMPLOYMENT**

Step One (c)

Appointment of Regional Sport Co-ordinators

Proposal:

The appointment of 5 Regional Sport Co-ordinators.

Rationale:

The appointment of a R.S.C in each of the 5 Region

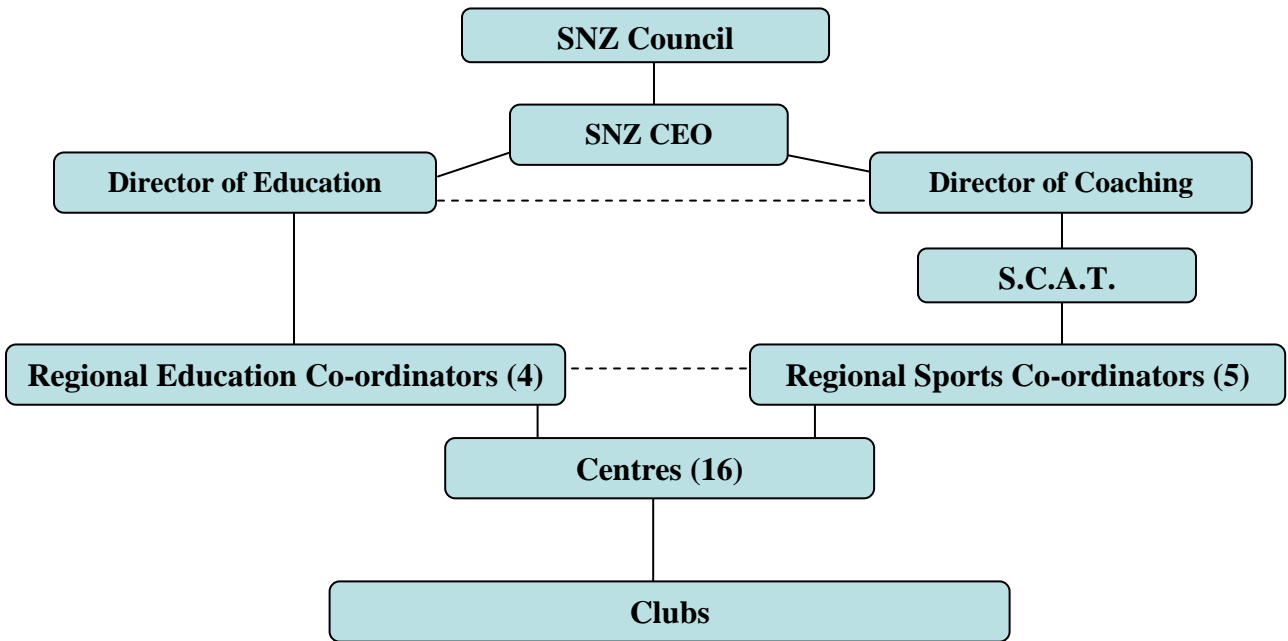
This would hopefully bring Clubs closer to, and make them feel part of, the decision making process.

The C.E.O. of Swimming New Zealand would work directly with each R.S.C. on a day to day basis, rather than with 16 Centre Secretaries / Administrators. This would ensure consistency of communication and a smooth interface between the professional administration and the volunteer sections of our sport.

- ✚ **Swimming Coaches in New Zealand have shown that they are equal to the best in the world.** Without doubt our top coaches work as hard as, have fewer resources than and are remunerated less than most coaches in the world. Our sport has never fully benefited from the expertise that we have
- ✚ ***The appointment of the R.S.C's will facilitate better use of the coaching skills we have in New Zealand by giving support to coaches in the regions and ensuring it flows through to all levels from club coach to the elite level.***

The Profile of a Regional Sport Co-Ordinator

**FUTURE DIRECTION
OF SWIMMING NEW ZEALAND**



WORK BOOK ONE

RETURN SHEETS

Please complete and return by either:-

Fax to: Merle Jonson on 07 8491933

Email to: Clive Power c-power@xtra.co.nz
Merle Jonson merle.jonson@xtra.co.nz
Shona Hutt shona.hutt@xtra.co.nz

**Your contribution is absolutely necessary for
the revitalization of our sport**

**Working Together to Make Our
Sport Better**

STEP ONE (a)

Please write your comments relating to the points that relate to Centre / Regional Associations and their proposed roles.

Step One (b)

Please write your comments relating to Boundaries

Step One (b)

Please write your comments relating to Domestic Competition section

Step One (b)

Comments relating to Club and Regional Coaching Section

Step One (c)
Comments relating to R.S.C. Proposal Section