



## Report on Swimming New Zealand's Service Delivery Capability

September 2005

*"Leading Sport in 2008" -  
SNZ's Vision*



**DRIVINGFORCES**  
*Adding peak performance to business practice*

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*“Leadership is about setting an example that other people will want to follow”.*

## Executive Summary

***The purpose of the Report is to improve Swimming New Zealand’s (SNZ) delivery of programmes and services “down the line” to clubs, schools and the local community in a manner that aligns with its national strategy.***

***The desired outcome is a strong and healthy Sport that is capable of producing results for all swimmers – recreational through to international – clubs, stakeholders and the public of New Zealand.***

To achieve this SNZ has initiated a number of reviews. One of them is a review of the service delivery capability of its 16 regions, which is the subject of this Report.

The review process has been comprehensive and thorough. It has given every interested party the opportunity to contribute about the future direction of the Sport. Everyone made positive comments with the interest of the sport at heart. Everyone agreed the status quo of the 16 regional structure is not a viable long term option and that change is needed. The debate centered on the nature and extent of the change.

This Report proposes a package of changes that recognises the critical role played by clubs, the importance of an effective service delivery mechanism while at the same time retaining the experience and knowledge of the regional administrators in the Sport and the local customs and history.

***Ultimately this report is about the future of the Sport and the next generation of young people. The leaders and administrators of the Sport owe it to them to get it right.***

### **The Vision**

SNZ’s Vision of “leading sport in 2008” is ambitious. To achieve it will require a major change in the way the Sport is administered in the future. This will not happen by default but rather by strong and decisive leadership.

On the wider front, swimming as a sport and recreational activity in New Zealand is huge. It is said by SNZ that approximately one million people swim regularly. SPARC’s most recent statistics show 30% of young people and 36% of adults take part in swimming. Translated into numbers this is 1.3 – 1.5 million people. It is likely both sets of figures are conservative. Most New Zealander’s take to the water – lakes, rivers, sea and the pool - at one time or other during the year.

Participants range from little kids in the Learn to Swim programmes, recreational and competition swimmers – pool, open water and surf - therapeutic/rehabilitation/cross training swimmers, disabled, Masters and swimmers in the other aquatic disciplines.

Swimming encompasses a raft of facilities that cater for the needs of the public. They include clubs, swim schools, coaching clinics, swimming centres and council pools.

To coin a phrase, the Sport is a “sleeping giant” waiting for the right combination of opportunity and preparation to bring it fully to life. SNZ’s share of the total number of swimmers is less than 1%. With the right strategies (several of which are touched on in this Report) it should be able to grow it to a minimum of 10% (130,000) over time. The scope is enormous and has all the elements of fulfilling SNZ’s “leading sport” Vision.

SNZ is the organisation that represents and is responsible for swimming in New Zealand. Thus it is well positioned over the next ten years to use this to its advantage to exploit the amazing opportunities to grow the Sport. But it can only do so if it has got its own house in order.

## Review Findings

The Sport has a major issue that needs to be urgently addressed. This is the decline in the number of registered swimmers - the heart and soul of the Sport – that has been evident for quite some time. It is worth remembering the number of registered members in a sport is a critical indicator of its state of health. In the case of SNZ, it is not as robust as it should be. As shown in Table 1 the number of registered swimmers is dropping at an alarming rate.

**Table 1 - Affiliated Membership 1991 – 2004 and future implications of the ongoing trend**

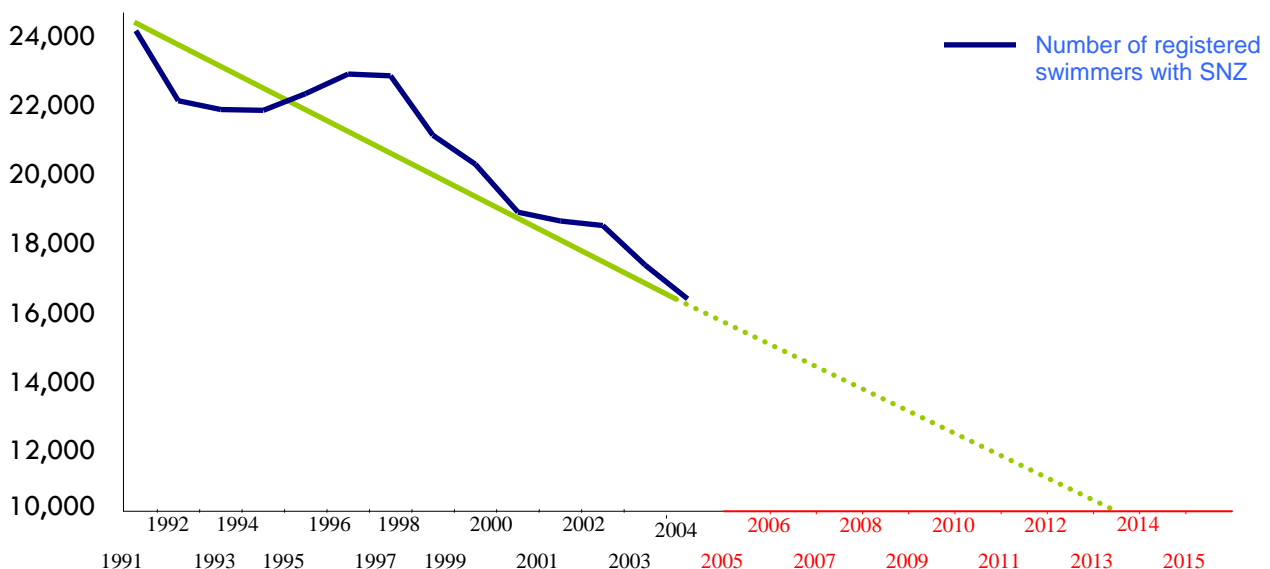


Table 1 highlights the inexorable decline in the number of registered swimmers:

- over the past 15 years it has declined by 33% - from 24,000 to 16,000;
- in the last 5 years numbers fell by 2115 or 13.5%;
- in the last 12 months –numbers fell by almost 1000 (6%); and
- if nothing is done to arrest the decline in membership it could drop to under 10,000 registered swimmers by 2015.

Anecdotal evidence suggests that in the 1970's there were 40,000 + registered club swimmers. If this is correct the decline in the last 30 years is approximately 24,000 or 250%!

***That this decline has been so evident over such a long time creates a greater challenge for SNZ and the Sport than either appears to realise. Something has to be done to arrest it and then turn it around. And it has to be done urgently and decisively if it is to capture the opportunities ahead.***

If it continues unabated SNZ, and the shrinking group it caters for, face the real risk of becoming irrelevant to the mass of swimmers other than to a small group of die hard competitive followers (some say this is already the case). This is not in the best interest of the Sport. To the contrary SNZ needs to expand its membership to every person, group and organisation involved in swimming. To do this however will require a substantial shift in the mindset of SNZ, its regions and the clubs.

With this in mind The Review assessed the current capability, resources and service delivery ability of the 16 regions and identified areas where services were lacking and why. The following summarises the more important points:

- The governance of the regions is volunteer based. Some regions have or are moving (slowly) toward a proper board governance structure but most are run as management committees.
- The regions are highly dependent on volunteers. Although volunteer dedication is commendably high, every region noted with concern the shrinking volunteer base and the increasing work load of a committed few.
- Most regions acknowledged a lack of resources including a lack of (paid) professional staff, relying instead on volunteers, most of whom receive a very modest remuneration (often more as a honorarium than as a salary).

- There was minimal emphasis on the business aspect of the Sport. A very small number of the larger ones do address business and strategic planning but they are the exception. Overall the emphasis is on the “essential” day-to-day operational activities. Where strategic and business plans do exist there is little consistency between the regions in terms of quality.
- With respect to the quality of the boards/committees, there is a lack of the necessary competence and training required of modern sport administration. In part this can be largely attributed to the volunteer nature in each region and the available skill set, i.e. smaller regions are less likely to be able to locate a volunteer with the necessary skills, in part to a lack of awareness about the importance of these matters and in part to the volunteer and committee culture of sport.
- At the regional (and presumably the club) level the sport is still very amateur in terms of governance, management and administration. This creates enormous pressure on the regions in one of the areas that is crucial to the future growth and development of the Sport -service delivery - to do what is being expected of them by SNZ and clubs.
- There is general agreement that while delivery to clubs works reasonably well in terms of sport activities, it is virtually non existent in the business/administration aspect of the Sport.
- The regions, in particular the smaller ones, struggle to do their core business let alone add value to it. In reality the current regional structure was never designed to cope with the requirements of modern sport.
- There is a feeling that further support by SNZ (both strategically and resources) would improve each region’s ability to fulfil its purpose. However this will not address the core issues of the:
  - a) declining membership,
  - b) amateur administration, and -
  - c) ineffective delivery.
- The answer to arresting and then turning around swimming’s declining membership lies with the clubs. Arguably there are too many. Number should be rationalised, they need to be better resourced, their capability improved and they need a clear mandate about their future role and direction. Although the question of clubs is a separate issue to this Report, at some stage it needs to be addressed.
- The role of national sports organisations has changed considerably over the past few years. They are multi million dollar businesses where key stakeholders expect a return on their “investment”. SNZ is no exception – it too is a multi million dollar business. The way it manages and delivers its resources and its new

responsibilities and accountabilities to members, stakeholders, sponsors and funders will be crucial to it and the Sport's long term future.

- Successful sport organisations have adopted a more streamlined professional delivery structure based on the strategic principle of “*national strategy, regional delivery, locally owned and driven*”.
- In this context delivery can be achieved by a number of mechanisms based on traditional models like regions, districts etc or by some other mechanism. Either way, the focus is effectiveness of delivery and quantifiable outcomes.

## Conclusion

The Review highlighted the fact that historically the regions have done a good job in the “On Field” aspects of the Sport such as conducting regional meets, running regional coaching clinics and camps and so forth.

What they have not done nor have they been expected to (let alone resourced to do), is to develop the business/administration capability aspect of the Sport at regional and club level.

Put bluntly, the focus on the competition side of the Sport has been at the expense of the business and strategic side. This has impacted on the overall growth and well being of the Sport generally.

To survive and to be a strong and viable sport in the future it is recognised that the clubs and/or some like structure(s) have to become stronger and encompass more than just the competition side of the Sport. This strategic direction has been endorsed by the Sport, including the 16 regions.

In the meantime the Sport at club level is haemorrhaging yet, judging from SPARC's statistics, swimming as a public activity is thriving.

Something is not right.

This is not an issue specific to volunteers or the regions, clubs or SNZ. It is a national issue that requires a national solution and national leadership.

The review showed most of the regions lacks the capability and resources to deliver services “down the line”.

Most of the smaller regions are struggling to do their core business. They face an incredibly difficult task to do more than they are currently doing. This impacts on the collective ability of the regions as a whole to do the job expected by SNZ. Collectively they have become the weak link in the “value added chain” and this will inhibit SNZ from effectively implementing its Strategic Plan.

The present structure has done its job. It is time to replace with an one that is:

- a) More professional and capable of focusing on every *level* of the Sport – national office to clubs, encompassing learn to swim, recreational, competitive, high performance, Master and disabled (in time, other aquatic sports) - and every *aspect* of the Sport – business as well as swimming.
- b) More responsible for performance with full accountability for delivering and achieving quality outcomes.

The Report concludes with the comment that given the point about the collective lack of capability and resources of the sixteen regions and the impact this has on their ability to effectively deliver SNZ’s national strategies, programmes and services “down the line” to clubs, schools and the local community and the need to significantly gear up the capability of the clubs, the traditional regional structure should be replaced by a structure that makes better use of scarce resources, is more professional, efficient and cost-effective, has greater accountability for results and makes better use of volunteers expertise and knowledge than is currently the case.

Tinkering with the present structure as some people have suggested is not the answer.

It requires much more than this.

It requires a comprehensive package to achieve SNZ’s Vision and Strategic Objectives.

This Report is part of the package. It makes five key recommendations with the fifth being the pivotal one.

## **Recommendations**

1. **It is recommended that improving the capability and resources of the clubs - the “coal face” of the Sport- to be part of SNZ’s ongoing national strategy.**
2. **It is recommended that SNZ develop a plan of the resources it needs to effectively implement its Strategic Plan and this Report.**
3. **It is recommended that SNZ becomes a resource centre for clubs, centres, schools and local communities.**
4. **It is recommended that SNZ give priority to and take urgent action to arrest the decline in the number of registered swimmers and that this action, including Recommendation 5, to be part of the national strategy.**

**5. It is recommended that: -**

- a) **The current 16 regional delivery structure to be replaced by 4 Districts.**
- b) **The 4 Districts to be based on merging the current 16 regions as set out in Table 5.**
- c) **The 4 Districts to be incorporated into and under the governance and management of SNZ.**
- d) **Each District to be headed by a District Operations Manager (DOM) who will report directly to SNZ's National Operations Manager.**
- e) **District Development Officers (DDOs) to be appointed and work with the current Regional Education Managers (to be renamed District Education Managers - DEMs) to service clubs, schools and the local community in their District.**
- f) **The DDOs and DEMs to report to their District DOM.**
- g) **The 16 regions to be wound up. This will require a strategy and a process to properly manage the winding up of the regions.**
- h) **The experience and knowledge of the current volunteer regional boards and management committees to be retained in the form of Advisory Committees to the District Operations Manager, CEO and senior management of SNZ.**
- i) **Mechanisms to be put in place to ensure accumulated/surplus funds currently held by the regions are retained in the regions.**
- j) **Assurances to be given to the clubs by SNZ about retaining the "flavour" and history of the local swimming environment.**

As mentioned, SNZ is the organisation responsible for swimming – from Learn to Swim through to the Olympic Games. Thus it is responsible for more than just competition swimming. Through the region's endorsement of its strategic plan the SNZ board and management is mandated to ensure every facet of the Sport is in good health.

SNZ, its board and its members have the opportunity to be bold, achieve its Vision and to lay the platform for the next generation of young swimmers.

***"It's hard to let go of history but we have to be ruthless at times and do it."***

**Acknowledgement:** the Report acknowledges the work of an extraordinary group of dedicated volunteers on the regional boards and management committees - many of whom are overworked, lack resources and administration and management expertise but give their time willingly for their Sport.

Their contribution can be summed as “ordinary people making an extraordinary contribution”.

*“People want to be the best, part of an organisation that makes a difference”.*

## The Report

### 1. Introduction

This is not the first time the issue of SNZ’s regional structure has been raised. Two years ago a considerable amount of work was done by a team headed by Clive Power. Perhaps because its focus was on the sport/swimming aspect and not the business side of the Sport nothing further came of it. However it did heighten the awareness about the need for change. Since then SNZ’s Board has been mandated to resolve the issue.

Many of the issues raised in this Report are not unique to swimming. For instance difficulty in raising funds, declining volunteer base, volunteer burnout, difficulty in retaining young people, paid vs. non paid staff, amateur vs. professional administration and so forth affect every sport in New Zealand.

Underpinning this is an even bigger issue – improving the performance of clubs and the role, if any, of the sport’s delivery infrastructure in this.

At this stage it should be noted the Review is not a review of the performance of individual people nor current programmes and services. *The Review is about the most appropriate delivery structure for the Sport in the future.*

### 2 Critical Success Factors

The overarching vision of Swimming NZ’s (SNZ) Strategic Plan is to be “leading sport in 2008”. This is ambitious but attainable if it implements the suggestions and recommendations in this Report.

“Leading sport” status is based around 4 critical stages:

1. **Governance:** is the beginning of the process – the board’s ability to apply best practice standard in the governance and management of the organisation.

2. **Capability:** is the ability of the national office, its infrastructure and clubs to:
  - a) do their core business well, and
  - b) to improve and add value to their core business.
3. **Resources:** is the ability of the national office to access and consistently provide quality resources “down the line” to clubs.
4. **Delivery:** is the ability to deliver these resources and services via an effective delivery mechanism in a manner that provides value for money and enables the national office to maintain a *strategic overview* of the quality and allocation of resources nationwide.

**Stage 1**, Governance, is currently being implemented by the Board through SPARC’s Leadership and Governance projects.

**Stages 2 - 4** are the focus of this Report with particular emphasis on the capability of SNZ’s delivery mechanism. This is based around the strategic principle of –

*“National strategy, regional delivery, locally owned and driven.”*

This strategic principle has become the driver for many of New Zealand’s more successful sport organisations.

To achieve leading sport status requires all 4 success factors to work in unison by the national office and clubs. A piece missing here or there means it will not be complete.

The national office’s role is to produce the national strategy and provide resources, services and programmes to clubs. Its role is macro. The clubs role is to manage and grow the Game locally. Their role is micro. To do both effectively requires a strong delivery mechanism between them, delivering a well thought out and resourced national strategy with top quality programmes and services.

### **3. The Changing Face of Sport**

Sport in New Zealand has undergone considerable change in the last few years. In the case of swimming, change has been very apparent in the last twelve or so months and more can be expected in the foreseeable future. SNZ has, and must continue to be, at the forefront of this change.

- The changes reflect the development of sport management in New Zealand (and internationally) particularly with the creation of SPARC as the Crown’s agency for sport and recreation.

- SPARC's mission is:
  - a) to be the most active nation,
  - b) have the most effective sport and physical recreation systems,
  - c) have athletes and teams winning consistently in events of significance to New Zealanders.
- The implication for swimming of receiving a substantial boost in funding from SPARC (\$4.5 million over four years) not only places it in the category of being one of its higher funded sports but it means SNZ and the Sport has to produce results both On and Off the Field. Its ability to do this will have a direct bearing on the continuation of such funding beyond 2009.
- One of the biggest challenges for sport in New Zealand is the capability at the "coal face" i.e. the local level – clubs and centres - to do their job competently, and the capability of its infrastructure – regions, associations, federations, and districts – to deliver international standard programmes, services and resources to the "coalface" in a manner that aligns and integrates with national strategy.
- This is important. It is the national body that has the ability and authority to access significant public sector funds from SPARC and it is they (SPARC) who, in conjunction with each National Sport Organisation (NSO), set the agenda in terms of the use of such funds and contracted outcomes. In this respect SPARC is open about the fact that they expect a return on their investment. It is incumbent on each NSO to ensure it gets it.
- This is why SNZ's strategic objectives of SNZ are based around the "national strategy, regional delivery, locally owned and driven" principle. This is consistent with the direction of other leading sport organisations and will be a major factor in improving the performance of Swimming and achieving its Vision of a "leading sport in 2008".

The SNZ has moved a long way in a relatively short time. This is a reflection of a considerable amount of hard work by its Board, CEO, management and staff and many other people. Even so it still has a long way to go.

This Report is aimed at building on the momentum already created by the current Board and management and by previous reports, not least the report by Clive Power and his team and the Max Report.

#### **4. The Challenge Ahead**

The challenge for every sport in NZ is to ensure it has a strong nationwide base. Initially this was built around a regional/association structure. Their traditional role was to look after the local competition and attend to the general interests of their (local) member clubs. They represented the amateur/community/recreational aspect of the Sport.

Over time their role encompassed new areas like player and coach development but fundamentally they still represented the interests of the Sport locally. Basically there was no greater expectation of them than this.

They were never intended nor designed to run the type of professional operation expected of them today.

This changed with the advent of public sector funding. Initially this was the Hillary Commission which in 2002 became SPARC. This heralded a greater demand for accountability and performance from NSOs in terms of:

- Off Field governance, management, administration and capability/delivery,
  - On Field participation and high performance,
- and the realisation that New Zealand sport was losing ground to its international counterparts.

This standard of accountability did not flow down to the lower level of sport to anywhere near the same extent.

The end result is that the development of infrastructure, management and administration of grass roots sport lagged behind its national office.

As sport became more “professional”, as volunteers gave way to paid staff and as key funders demanded greater accountability and better results, many regions/associations struggled to keep pace with the changes in sport administration. This was heightened by a lack of resources and the view that the traditional regional/association structure had done its job.

The net effect has been a steady shift away from this type of structure. Many administrators felt they had become a liability and needed to be replaced (formally and informally) by a more compact and streamlined structure which: –

- carried no historical baggage and did not represent the “old guard”;
- could deliver specific national strategy - programmes/services - and therefore achieve accountable outcomes/results;
- covered a wider geographical area;
- were fewer in number, more cost efficient and introduced more professional administration.

Given this backdrop, the challenge for Swimming is to step back and look critically at its 16 regional structure to ensure it is performing as it should and that it represents the future direction of the Sport in New Zealand.

In the process it is worth remembering that in common with all national sports organisations, SNZ and the regional structure face a number of challenges. They are summarised in Table 2.

**Table 2 Challenges faced by National Sports Organisations**



## 5. The Reason for the Capability and Resource Review

The reason why the survey has been done of region's capability and resources is because it is an integral part of the 4 Stage process mentioned earlier in this Report.

Reference has been made to the fact that SNZ's Board has undergone a leadership and governance review by SPARC. This Report does not intend to comment on this further other than to say the Board's governance practices have improved and will continue to improve as part of SPARC's/Board's programme of continuous quality improvement.

The remaining three elements of the 4 Stages - capability, resources and delivery - are interlocking insofar one cannot operate effectively without the others.

Therefore as part of the review of SNZ's future delivery mechanism it is important to establish the current and potential capability and resources of each region.

The reason for this is that whatever decision is finally made about the Sport's future delivery structure/mechanism, it is essential that it be made in the knowledge that those responsible for it are capable of doing the job.

Having established the level of capability, it is equally important they have the resources to do the job. Providing them with the resources is the responsibility of the national office.

This leads to the question of the most effective delivery structure/mechanism for the Swimming. Every sport has different structures – associations, districts, regions and federations – some work better than others. It is a case of each to their own. In the case of SNZ it is crucial it gets this part of the equation right if it is to stop the Sport haemorrhaging.

The common denominator of the more successful sports is their ability to effectively deliver quality (international standard) programmes and services to the coalface of their Sport. They do this in the knowledge that the health of their sport begins and ends at the club level.

## 6. The Report is in 6 Sections:

**Section 1 – Capability:** is the response to the questionnaire about the overall capability of the regions.

**Section 2 - Resources** identifies the need for SNZ and the regions to have adequate resources to support clubs, centres, schools and the local community.

**Section 3 – SNZ: A Resource & Service Centre:** takes this a stage further and addresses the equally substantive issue of SNZ moving from its traditional NSO role to a new role and becoming a service centre – a provider of services to clubs.

**Section 4 – Delivery: Current Situation:** addresses the strengths and weaknesses of the current 16 region structure.

**Section 5 – Creating a Structure for the Future:** key recommendation in support of replacing the existing structure with a different one designed to meet the future needs of the Sport locally, nationally and in time, internationally.

**Section 6 – The New Structure:** fleshing out the details of the recommended new structure.

The Report stresses the point that SNZ's Board and CEO have to take the leadership role. This means that it has to make difficult and at times, unpopular decisions. But this is what its members mandate it to do.

## Section 1: Capability

This section comments on the findings of the capability survey. Capability is Stage 2 of the 4 Stage process.

### **1. Constitution.**

The 16 regions surveyed are Incorporated Societies, each operate under their own constitution. Most advised their constitution are current although several noted their constitution has not been updated for some time.

Every organisation should review and update its constitution every 3 -5 years.

The reason for this is that over time rules become redundant and do not reflect what is actually being practiced by the organisation's boards, management or general membership, or simply do not reflect the change in direction by the organisation itself. The net result is that board's unwittingly place themselves at risk by operating outside their own constitution. In short, they are acting ultra vires - beyond their legal power.

### **2. Boards and Management Committees**

The boards and management committees for sport (and other not for profit organisations) consist mainly of volunteers who give up their time for the betterment of their sport. They come from diverse backgrounds and experiences and coupled with their volunteer nature they can be an enormous asset (also an enormous liability).

Very few regions have governing boards, most operate management committees. Most of the boards/committees have a reasonable grasp of their role and function but this does not apply to all of them.

The better resourced ones tend to focus more on governance and strategy but with all of them there is a lot of emphasis on operational matters. All of them acknowledge the day to day activities take up most of their time at the expense of the organisation's strategic direction. The following quote succinctly sums up the situation.

*"We still need to be operational as we can not afford to pay our Administrator for all that needs doing, so volunteers continue in a number of operational positions."*

This does not mean a lack of commitment. What it does mean is that the success of a critical element of SNZ's future strategy depends on part time volunteer administrators.

In reality the administration of the Sport is amateur and reflects the way it has been run over the last 50 or more years. In contrast the management and administration of leading sports in New Zealand has become more professional. This places SNZ's strategy at the higher end of the failure scale. Swimming needs to adopt a more professional approach. There is a place for volunteers which is addressed later in this Report.

The volunteer/amateur nature of the Sport is compounded by a lack of resources. Every region acknowledged this is a big issue. The net effect is that despite the enormous effort of a dedicated few, many regions are struggling in their core business to the detriment to the Sport as a whole. This is unfair on them and on their clubs. There has to be a better way.

An example of the lack of professionalism is the question of risk. It was surprising to see a perturbing number of the regions have not yet addressed this question even though the media has been full of examples of the types of risk faced by organisations and the consequences when things go wrong.

"There is still some areas not covered, e.g. we have written 'rules' on preparing for risks at events we run, but we need to have written checklists on all the risks involved with taking children away and we need to have checklists regarding our business risk. I have asked for key people (myself included) to write full details of what they do in their position so that when we lose personnel we can operate more efficiently as now, but there hasn't been enough time as yet."

In terms of board skills the larger regions are more aware of this, presumably because they have a greater exposure to a pool of skills to draw from.

Evaluation of board performance is not intended to discourage prospective board members nor detract from the work they do. It is however intended to improve their performance. In the main there was very little evaluation by the regions, which is not surprising given the voluntary nature of the board/management committees.

The Review highlighted a number of areas where the board's can improve their performance. To assist the process it is suggested the following publications be used as points of reference and/or adapted by SNZ:

- SPARC's "9 Steps to Effective Governance" could be adapted as the basis of a SNZ Best Practice Governance Manual.
- Standards NZ/SPARC "Guidelines for Risk Management in Sport and Recreation".

### **3. Meetings**

In the main the standard of meetings procedurally is good. An exception to this is that not all boards received their papers, including financial reports, prior to their meetings. This ought to be done as standard practice.

However what was not up to the same standard was making the best use of meeting time. In the main there was too much emphasis on quantity and too little emphasis on quality.

An analysis of the minutes showed that a significant amount of time was spent on day to day, short term operational matters and not enough time on the longer term, looking forward strategic issues – a point acknowledged by their Chairs.

It is accepted that a number of the regions are small and under resourced and operational issues will dominate board meetings. But there ought to be no reason why boards cannot restructure the agenda and the management of their time to allow more quality thinking, discussion and analysis on the longer term and more important issues.

Planning the board's work agenda should be included in the Best Practice Governance Manual referred to earlier.

### **4. Staff and Administration**

Apart from the fact that the administrative functions are duplicated 16 times, it was disturbing to note the lack of paid staff to manage/administer the operational side of the organisation. Most of the regions have some form of administration support but it is predominantly volunteer with some form of modest honorarium for the secretary and treasurer. A few, for example Auckland, do have paid staff (full, part time and contract) or are moving this way e.g. Canterbury.

Over the years the regions have created a culture based around volunteers and committees. This is understandable given the lack of attention to this aspect of the Sport's activities. But the situation has changed.

The areas that received relatively little attention, especially among the smaller regions, are training, volunteer management, health and safety and, to an extent, marketing and fundraising.

A survey showed the regions employ approximately 20 paid staff (honorarium, salary or contract) to administer them. Of this 18 are part time/volunteers. In effect this equates to approximately 5-6 full time equivalent (FTE).

In contrast Bowls employs 15 (includes 5 managers), Athletics – 9 (3), Tennis – 17(7), Squash – 7 (3), Hockey 21 (17).

It is of interest to note that between them Auckland, Waikato and Counties Manukau have approximately 3.5 full time equivalent staff. It was suggested better use could be made of this resource by using them across the whole northern North Island area (including Northland and BOP).

## **5. Plans**

While it is evident that some regions have spent considerable time and effort on strategic and business plans, a surprisingly large number have not.

Even though they acknowledge the importance of planning and that it ought to be an integral part of every organisation's activities, it is not being done because of a lack of time, resources, expertise and in several instances, a lack of understanding about the benefit of having a strategic plan.

### **a) Strategic Plan**

The Review showed that fewer than 50% of the regions have strategic plans. A small group advised they are struggling with this because the day to day urgency of running their organisation dictates how much time they can give to this and similar essential but non "important" issues. It's a classic case of the important taking second place to the "urgent".

Of those who have strategic plans, there was significant disparity in quality. Some were very detailed, others were business rather than strategic (the two are different and serve different but complementary purposes), while others were very general and more in the nature of statements of intent.

None of the plans sighted had any financial information or information about the resources needed to implement their plans. This information is important because as part of the process of signing the plan off, the board not only needs to know if it is consistent with the strategic direction of the organisation but it has the funds/resources to implement the plan and meet the organisation's financial commitments without compromising its financial integrity.

### **b) Business Plan**

60% of the regions have annual business/operating plans and budgets. Although a number of the plans are of a reasonably high standard it is worth noting some regions focused only on the budget rather than the budget *plus* the plan.

### **c) Resources**

In terms of the resources to implement the plan – money (a never ending problem), people – numbers and skills, facilities, equipment (time keeping) – it is acknowledged there is a resource deficiency but the regions make the most of what they have got.

Everyone – Board and Chairs – commented on this and on the need for good quality resource material from SNZ, for example, standard templates on the basics of administration and management e.g. employment contracts, strategic and business planning, financial reporting, fundraising, trust applications and so forth. The Review highlighted this as an important issue for the future.

## **6. Financial Management**

Finance is an area which has to be managed properly. It is an area where the very highest standards of accountability are expected. In this respect it is an area of zero tolerance.

### **a) Board's Responsibilities**

All the regions reported in the positive to the questions about financial management although one of them advised its accounts are not annually audited. As a matter of prudent governance and to ensure the board discharges its fiduciary duty, it should be mandatory for the year end accounts to be audited by an independent auditor.

### **b) Reports**

The Review highlighted a wide disparity between the quality of the financial reports to boards. Most were far too detailed – to the point where it was difficult to get a grasp of the organisations financial position. Very few reports had balance sheets and cash flows.

Regions reported to members at their AGMs but it is noted that very few provided much, if any, financial information to SNZ.

### **c) Skills**

The survey showed that in the main most regions have people on their board with some financial and/or accounting knowledge. This is important as is the ability of each board member to have an understanding of the basics of an I & E report and a balance sheet. This should be part of each organisation's induction programme.

#### **d) Source of funds**

The questionnaire did not ask about the region's source of funds but the financial information supplied (from Annual Reports and other documents) show that the bulk of it is from fees (average = 31%), meets (32%), trust funds (23%), and sponsorship (10%). It was noted there were quite wide disparities between regions. For example one region received over 50% of its income from sponsorship, several received over 50% from meets while another received nearly 60% from fees. As a general comment the regions appear to be reasonably financial with reasonable levels of accumulated funds.

It is worth noting that reliance on trust funds can be risky. Recent advice suggests trust funding may be on the decline and the allocation of funds from some trusts (e.g. the NZ Community Trust) will become more stringent. Boards need to be aware of this and be satisfied that any reliance on trust funds is an acceptable risk and does not jeopardise the organisation's longer term financial viability.

### **7 & 8 Communications and Media**

The Review found the regions have close contacts with the media and most of them have designated spokespeople. Very few of them have a formal communications and/or media plan. For the smaller ones this may be a matter of resources and familiarity with their environment.

Today's communication/information plans involves e-technology.

E-mails are now standard business practice and are used extensively as a communications tool by almost everyone with access to a computer.

The internet/website is both a communication and an information tool and one which is used extensively by young people.

It was surprising to see several regions did not use either forms of e-technology.

Longer term consideration should be given to how it (SNZ) can create a national "look and feel" website. It is expected sponsors would appreciate the opportunity to be part of a national initiative.

## 9. Relationships

The overwhelming view was there is a culture of stakeholder participation to one degree or other. In the main it appears to be high.

The same is not true as it applies between the regions and SNZ.

## 10. Volunteers

The question of volunteers brought forward a mixture of views. Most regions (but not all) have some form of database of their volunteers (which is why it make sense to create a national data base); most do not have a manual on volunteer management but most recognise and acknowledge the contribution made by their volunteers, for example in their Annual Reports.

All the regions acknowledge the importance of their volunteers and the role they play in underpinning the running of their sport. Every one of them expressed concern about the overworked and shrinking volunteer base. This is not unique to swimming. It is a matter of concern to all sport organisations.

Most sport organisations try to be proactive in recruiting and retaining their volunteer base and most of SNZ's regions are no exception to this.

However on the question about pathways for volunteers, officials and to some extent coaches, the answer was less certain. In reality there appears to be no clearly defined pathway for them. This needs to be addressed by SNZ.

**Note:** The NZ Federation of Voluntary Welfare Organisations has published a manual on managing volunteers at a cost \$16.50 per copy. SPARC likewise has published "Running Sports Modules – Volunteers".

## 11 Benchmarking and Best Practice

### a) Benchmarking

Some of the regions have heard of benchmarking but few really understand how it works and even fewer apply it.

## **b) Best Practice**

The same point about benchmarking applied to the application of best practice.

## **12. Regional Delivery**

This section relates to the capacity of the regions to deliver programmes and services to clubs, centres, schools and the local community. Their ability to do this is pivotal to the principle of *national strategy, regional delivery, locally owned and driven*. It is also pivotal to the future growth and wellbeing of Swimming nationwide.

The key to this is to identify an appropriate structure/mechanism which can be used by SNZ as a mechanism to deliver national strategy, programmes/services into every part of the country.

**a) Effective infrastructure** (to deliver regional programmes etc to clubs, schools and the local community).

Just over half (56%) said they have an effective infrastructure, 44% said they do not. The majority of the latter are the smaller regions.

The “did not” category is a disturbingly high percentage of regions who, on their own account, acknowledge they do not have the capability to deliver programmes “down the line” to clubs, schools and the local community.

A number of them advised they are not directly involved with schools because as one put it -

“We are not asked by SNZ to deliver any kind of programmes to anyone and so schools do not feature. We would do more if we had a SNZ product to deliver”.

## **b) Resources to do the task**

Of those who do have the capability just over half of them (53%) advised they have the resources to do the task.

*In real terms this means that 25% of the regions have all the necessary qualities to meet SNZ’s criteria - capability + resources + delivery - to achieve SNZ’s Vision of a “leading sport in 2008”.*

### **c) Alignment of regional and national programmes**

Some aligned their regional with the national On Field programmes – for example training camps and coaching, but the majority did not. There are historical reasons for this – principally a perception of neglect by the national body to the needs of the regions (to the point where most ended up doing their “own thing”). Regardless of the reason it means national strategy and programmes are limited in terms of “down the line” impact.

For the Off Field business/administration aspects of the Sport there is virtually no alignment.

### **d) Regional programmes adapted to meet local needs**

The overwhelming majority said “yes”.

The comment from almost all the regions is that their programmes are designed to meet the needs of *competitive* club swimmers.

However the underlying impression is that beyond this point there appears to be relatively limited interaction between the regions and clubs toward growing the Sport, let alone introducing new ideas and initiatives to attract non competition swimmers.

Several noted that some clubs in their area are involved in the learn to swim programme. Interestingly there is some resentment about the role of SNZ and its Regional Education Managers toward providing funds for the Learn to Swim schools at the “expense” of clubs.

It is suggested the clubs look at themselves as to why the public prefer other swimming options. And why, with the growing numbers of swimmers – especially at learner and masters levels, but also at recreational level, clubs are not getting their share of the participation “pie”.

## **13. Value for Money**

### **a) SNZ to Regions**

All but one of the regions thought they provide value for money to their clubs. Conversely over 90% feel SNZ does not.

On the up side there is considerable optimism and goodwill that SNZ – its Board and CEO - are on the right track and will improve in the future. Indeed there is every reason and every incentive to do so - from SPARC’s \$4.5 million funding commitment, the very high expectation from members that things will change as a result of a raft of new initiatives, the

appointment of the new CEO and the commissioning of this review by the Board, to name but a few.

It is worth noting that the less than flattering support for SNZ is not unique to swimming. Similar views have been expressed about other national sport organisations by their regions. In many instances it is often more to do with perception than reality.

The perception is that not a lot has been done by the national office. In many cases this is far from the truth. For instance there is more funding, better programmes, coaching and coaching support, athlete development and support than there was ten or so years ago. This is now accepted as the norm. Members (and stakeholders) have raised the bar in terms of what they expect from the national office.

*However, in the context of this Report what SNZ has done or not done in the past is not the issue. The real issue is what it needs to do in the future.*

SNZ is the national body and it is for this reason that this Report stresses the importance of its leadership role.

Priority is to stop the haemorrhaging of the Sport's membership. It cannot be ignored and strategies have to be put in place to address it.

This will have to be led by SNZ but it will also need the clubs, schools and local community to do their bit. They will need all the support and assistance they can get from SNZ. The link between them revolves around SNZ's ability to create a service delivery mechanism capable of providing world class programmes and services to swimmers, administrators, officials and members at the "coal face" of the Sport with all the responsibilities and accountabilities that go with it.

## **b) Regions to Clubs**

A survey of a group of clubs showed that those from the bigger and better resourced regions receive greater value for money than those from the smaller and less well resourced ones. This is not surprising. What is surprising is that the clubs recognise their capability deficiencies and nearly all are keen to do something about it. This forms the basis of Recommendation 1.

The areas of current regional support include some/all of the following: -

- courses and club forum opportunities –
  - coaching – good training and development programmes, clinics, support for junior teams, officials,

- players – all grades,
- team manager.
  
- regional educational officers development working with young people and/or with schools/learn to swim classes;
- assist clubs with some planning and administration advice;
- competitions;
- costs kept at affordable level.

The areas where they felt more support is needed: –

- need for long term practical strategic and business planning,
- developing local coaches, officials and administrators,
- promoting and profiling the Sport,
- assisting clubs with proposals to trusts and sponsors,
- improving the timing of competition meets,
- improving their administration and financial management,
- reducing the administration workload,
- equal treatment for all clubs, not just a few “favoured” ones,
- reducing the cost of being in the Sport, especially for competitive swimmers.

Other areas identified: -

- getting prompt and adequate information from the regions and participating in decision making,
- regions to help improve officials, coaches and team managers.

A raft of other issues were raised about pools, meets, coaches, commercial operations, learn to swim classes, schools, electronic timing, and so forth but it is likely they have been raised many times before and will not add value to this Report other than to note they exist and should form part of SNZ's future strategic planning.

## **Capability Summary**

The administration of most of the regions depends on volunteers. In this sense it is truly an amateur sport.

Several of the smaller ones commented they are struggling to realise their potential; do not have the capability to contribute to their local area (clubs/schools) as they should; do not have sufficient resources to effectively deliver regional strategy, programmes and services, let alone national ones; and are still local rather than regional in their focus.

The volunteer and committee culture is the driver and relatively little is being done to change this. In this respect swimming is behind other sports.

There is no quick fix to this but this Report stresses the need to improve the club capability is one of the keys to rebuilding the Sport.

In terms of this the following is recommended:

### **Recommendation 1**

**It is recommended that improving the capability and resources of the clubs – the coal face of the Sport – to be part of SNZ's ongoing national strategy.**

Having commented on the question of capability (Stage 2 in the 4 Stage process), the next step is the question of resources (Stage 3).

The following two sections address resources (Stage 3 of the 4 Stage process) and the role of the national office as the logical provider.

## Section 2: Resources

### **1. The changing role and demands on NSO's**

The role of national sport organisations (NSO's) has changed considerably over recent years. Gone are the days when all they were expected to do was to arrange national competitions, the occasional international tour and select teams for various international events.

Today they are required to do far more.

They are expected to run sophisticated businesses worth millions of dollars; manage complex stakeholder relationships involving local clubs, regions/associations, national and international bodies; provide a range of programmes and services that meet the needs of a diverse group of players - recreational, international and masters; organise national and international competitions; provide coaches, umpires and officials and train them; produce results at key international events; keep funders, the media and the public informed and so on. In all, it's a big job for a small management team and a group of volunteers.

SNZ is a multi million dollar business responsible for producing results across a raft of activities and accountable to important stakeholders such as SPARC (\$1.1 m), sponsors and trusts (\$500,000) and members \$600,000 (fees \$270,000 and user pays \$330,000).

### **2. Resources to do the job**

To do the job properly and to the level expected by stakeholders, national sports bodies need to be properly resourced and professionally managed. Resources do not only mean money but people - the right number with the right skills in the right job – as well as facilities and equipment.

To do this successfully involves planning.

Most national sport bodies develop 3-5 year strategic plans based on the resources available to them at the time of writing it. Most of them tend not factor into their plans the

real cost and the actual resources required to implement it much beyond the initial first year or two.

The result is that the plan runs out of steam. At this point it merely represents a statement of intent. In effect, the strategy is worked out but the resources to implement it are often left out. This is why so many strategic plans fail.

*Resource Planning is the way to prevent this happening.*

Resource Planning is the bridge between the strategic plan and the business/operating plan. It identifies in detail the resources needed to effectively implement the strategic plan via the business plan.

This Report contains a number of the elements from SNZ's Strategic Plan. It also contains a number of new ones. To implement both the Plan and the Report will require additional resources.

The first step is for SNZ to prepare a plan of the resources it needs to implement its Strategic Plan and the recommendations in this Report.

#### Recommendation 2

**It is recommended that SNZ develop a Plan of the Resources it needs to effectively implement its Strategic Plan and this Report.**

**It is also recommended that SNZ implement the widening of its definition of the Sport of "swimming" and factor this into its Resource Plan.**

## Section 3: SNZ - a Resource and Service Centre

This Report highlights areas where the Sport's performances can be improved. In most instances what is needed are resources and advisory/support services.

The starting point is SNZ.

Consistent with the direction being taken by other leading sports bodies, there is an expectation that the role of the national body is to provide a high level of services and support to their (fee paying) stakeholders.

Swimming is no exception. This theme was constantly reinforced throughout the Review.

This does not mean SNZ has not done anything in the past this area - it has and in the main it has done it reasonably well. For example, it has accessed national funds for learn to swim as well as high performance, developed programmes and services for swimmers and coaches; prepared swimmers/teams for international competitions; provided funds for the Regional Education Managers and so forth.

*However the reality is these services are now seen as the norm. The bar has been raised.*

There is a growing expectation of more resources and better services, particularly if the clubs are to be an integral part of SNZ's national strategy and produce the outcomes expected of them.

To enable this to happen, SNZ has to reposition itself away from its traditional role of a national sport body to a new role as a resource and service centre responsible for providing and delivering quality resources, advice and information "down the line".

In effect, **SNZ has to become a "One Stop Shop"** by providing and provide a range of quality services on: -

- strategic and business planning,
- financial management,

- accounting software systems,
- communications, media kits and website design,
- templates for sponsorship proposals and trust fund applications,
- employment contracts - staff and coaches,
- IT, database, e-technology advice,
- management systems,
- library/research information,
- and so forth.

Note: the above is additional to its “normal” On/Off Field operational activities.

It is proposed that SNZ conduct a more detailed survey of the range and type of services needed by the Sport.

They can be funded in a number of ways including user pays for special services additional to those normally provided by SNZ.

Apart from the benefits to the Sport, the service centre concept also provides strategic benefits to SNZ. For instance it: -

- reinforces its strategic leadership role,
- creates a more professional approach to the administration of the Sport,
- creates the ability to ensure programmes and services meet its quality assurance standards,
- creates a focal point for developing and delivering quality resources down “the line”,
- adds value to the affiliation fees/levies,
- creates the opportunity to generate income separate from levies.

This recommendation has significant resource and financial implications. This is why a Resource Plan is important (refer Recommendation # 2).

### Recommendation 3

**It is recommended that SNZ become a resource and service centre for clubs, centres, schools and the local community.**

### **Resource Summary**

The Review has shown it makes little sense if each of the clubs and regions are left to their own devices to access resources, services, advice and information. This has been the case in the past and the Review makes the point it has not worked in terms of the declining membership issue.

*It requires a new approach, one which is more professional and where resources can be targeted and delivered strategically. This is the role of SNZ.*

The last step of the 4 Stage process is getting the resources to where they are needed. This is the delivery mechanism. This is covered in detail in the next section.

It makes a major recommendation that has far reaching implications for the Sport and SNZ's future service delivery structure/mechanism.

## Section 4: Service Delivery – Current Situation

### **1. The ability of the current regional structure to grow the Sport nationwide is limited**

As mentioned in this Report, historically the regional/association type of structure for most sports has focused on meeting the needs of their local club's and to a lesser extent the local community (insofar as it served the needs of clubs). They have never been required nor resourced to do more than this. Nor have they been required to provide programmes such as coaching, coach and player talent ID/development and so forth beyond their local constituency. Nor have they been asked and in the case of SNZ, nor have they the capability to deliver management and administration support.

Many national sport bodies have replaced/are replacing their structures in favour of more streamlined ones. For example over the last five or so years: -

- Soccer – downsized from 82 associations to 7 federations – with a further review in progress;
- Netball – restructured from 32 associations to 12 regions – recently reviewed effectiveness.
- Surf Life Saving – 9 regions;
- Tennis – proposal to replace 25 associations by 3 Areas currently being considered by members;
- Hockey – recent report commented 33 associations is not the structure for the future and recommended 8 principle regional delivery centres;
- Bowls – 6 regional advisory committees to support national strategy at local level.

Their focus is essentially “less is more”. Their aim: to create a more streamlined structure backed by professional management of their sport.

*Although the reasons for this are several, they essentially boil down to the drive by the national office and their principal stakeholders/funders for better use of scarce resources, more cost-effective delivery and greater accountability for results.*

SNZ's Strategic Plan sets out five clearly defined key Strategic Goals. They are:

1. World class sport and coach development programmes.
2. Connected to all areas of the aquatic sector.
3. Professional service provider to stakeholders.
4. Resources which enable achievement of its vision.
5. Best practice governance and leadership.

These Goals involve the regional structure to one degree or other. For instance, Goal # 1 – athlete and coach development programmes – involves delivery of programmes “down the line” to clubs. The same applies with Goals # 3, 4 and 5, delivery of services and resources.

The reason for a strong, viable and effective delivery mechanism is because SNZ has to ensure its strategies, programmes and services are effectively delivered to 220 + swimming clubs throughout the country.

Any inability or lack of consistency in this aspect of its business will not only defeat its immediate objectives but it will hold the Sport back at the very time when it should be going forward.

*Comment:* The nub of the issue is to arrest the decline in membership and then to rebuild it. The following comment comes from a sport (squash) that has faced a similar situation as swimming is facing (in the mid 1980's squash had 54,000 registered members, by the end of the 1990's it was at an all time low of 19,000; by 2004 it was 28,000).

**“While there has been good work carried out at a national level, the destiny of squash still lies in the hands of the clubs. They deliver squash to those who play the game. The club's front door is the critical threshold where the product meets the customer. If the game is to flourish again, the example set by Squash New Zealand (in acknowledging new leisure trends and investing to grow the game) must convince club administrators to re-examine the way they offer squash in their own communities”.**

**- Neven Barbour, Chairman, Squash NZ – from the 1998 Annual Report**

## 2. The Review identified a number of “disturbing” facts.

Apart from the inability of the regional structure to grow the Sport nationwide the review showed there are a number of serious issues that prevent it from doing the task. Although two of the more important are SNZ’s criteria and declining membership, there are several aspects that should be of concern to the Sport.

### a) Inability to meet SNZ’s criteria

Approximately **25%** of the regions have all the necessary qualities to meet SNZ’s criteria - **capability + resources + delivery** - to do their bit that will achieve the Sport’s vision of a “leading sport in 2008” and deliver its Strategic Plan. 75% do not. This 1 to 4 ratio is far too low to give confidence that it will improve even if substantial resources, time and effort were poured into these regions. The resources can be spent better elsewhere.

### b) Declining Membership – a National Issue

In terms of membership, Table 3 shows the decline in the number of registered swimmers over the last 5 years. It reinforces the point the Sport is not in good health relative to what it used to be. Urgent action needs to be taken to turn it around.

**Table 3 – Number of swimmers per region and the percentage of change**

Regions	2000	2001	2002	2003	2004	% of change - 5 past years
Northland	700	720	700	780	501	- 28%
Auckland	2226	1959	226	2173	2281	+ 2%
Counties/Manukau	813	987	813	1094	1095	+ 26%
Waikato	2760	2710	2760	1701	1213	- 56%
Bay of Plenty	1493	1522	1493	1597	1580	- 6%
Hawkes Bay/Poverty Bay	740	739	740	701	549	- 26%
Taranaki	1021	1070	1021	965	742	- 27%
Wanganui	416	380	416	419	466	+ 11%
Manawatu	942	932	942	944	942	-
Wairarapa	180	253	180	204	220	+ 18%
Wellington	1592	1674	1592	1709	2004	+ 21%
Nelson	563	647	563	613	544	- 3%
Canterbury/Westland	1321	1281	1321	1255	1239	- 6%
Eastern Districts	666	888	666	592	746	+ 11%
Otago	1214	1334	1214	1356	1374	+ 12%
Southland	1468	1225	1468	1117	550	- 63%
SCAT NZ	103	47	103	127	57	- 45%
<b>TOTAL</b>	<b>18218</b>	<b>18368</b>	<b>18218</b>	<b>17077</b>	<b>16103</b>	<b>-2115 (13%)</b>

Note: an analysis of the statistics revealed that during times of success at important and high profile international events the number of registered swimmers increases. For instance there is a big spike following Danyon Loader's two gold medals at the 1996 Atlanta Olympic Games. A similar but smaller spike followed the Team's success at the 2002 Commonwealth Games in Manchester (refer Table 1).

### **c) Declining Membership – Smaller/Rural Regions are the hardest hit**

The decline in registered swimmers in certain types of regions has been just as dramatic, particularly among the smaller and rural based ones.

- For instance, over the last 5 years Northland has gone from the high 700s (peaking at 780) to 501 in 2004. This is a drop of 36%. (SNZ 2004 Annual Report).
- Likewise Hawkes Bay/Poverty Bay, Taranaki, Manawatu, Wairarapa, Nelson/Marlborough, Eastern Districts and Southland report similar statistics.
- As a general comment the larger, urban based ones are growing or, at the very least are holding their own and/or have smaller losses relative to their absolute numbers.
- For example Auckland has increased its membership by 17%, Wellington + 14%. Counties Manukau, Canterbury/West Coast, BOP and Otago have had small losses (3 -5%). With respect to the latter, it is important they recognise this and put in plans to turn it around before it becomes a trend.

### **d) Disproportionate spread of registered swimmers**

This situation is compounded by the disproportionate spread of registered swimmers nationally.

For example SNZ's 2004 Annual Report show that Auckland, Wellington, Bay of Plenty and Otago represent almost 45% of total registered swimmers with Counties/Manukau, Waikato and Canterbury/Westland – representing a further 22%.

In all, 7 regions represent 67% (2/3rds) of total registered swimmers. The remaining 33% is spread among the other 9 regions, many of whom have fewer than 750 registered swimmers.

The reason for this is self evident – larger population base and ease and lower cost of travel.

However, despite this, a number of the larger regions are not up to speed in terms of the capability needed in modern sport administration and management.

### **e) Too many Clubs?**

A point that was made throughout the review was the number of clubs and the resulting duplication of and competition for, scarce resources.

The significance of this point was highlighted where the number of affiliated clubs is, for many regions, out of all proportion to the number of registered swimmers. Even allowing for geographical distance e.g. rural regions and /or concentration of population e.g. the urban regions, for a sport the size of swimming the number of clubs appears high.

This may be acceptable if the number of registered swimmers in the Sport is climbing, but as this Report has shown, it is the opposite.

This raises the obvious question about the need for a good look at the club situation once the regional issue have been addressed. Logic would say there is a case for some form of rationalisation in some of the regions.

### **f) The number of registered swimmers per club in many regions is low**

Tied in with e) above, an analysis of the ratio of registered swimmers per club per region is low (Table 4) For example, Northland has 15 clubs serving 501 registered swimmers for an average of 33 registered swimmers per club, Southland has 42, Wairarapa has 27 and so on. This is offset by the larger centres like Wellington (117) and Auckland (103)

The national average is 69 registered swimmers per club.

A comparison of the national average for other sports show:

- Tennis – **86**
- Squash – **107**
- Golf – **337**
- Yachting – **225**
- Badminton – **43**
- Bowls – **83**
- Athletics - **85**

**Table 4 Registered Swimmers per Club per Region**

<b>Regions</b>	<b>Number of swimming clubs</b>	<b>2004 - Number of registered swimmers</b>	<b>Average number of swimmers per club</b>
Northland	15	501	33
Auckland	22	2281	104
Counties/Manukau	11	1095	100
Waikato	26	1213	47
Bay of Plenty	17	1580	93
Hawkes Bay/Poverty Bay	13	549	42
Taranaki	9	742	82
Wanganui	8	466	58
Manawatu	13	942	72
Wairarapa	8	220	28
Wellington	17	2004	118
Nelson	11	544	49
Canterbury/Westland	17	1239	73
Eastern Districts	11	746	68
Otago	15	1374	92
Southland	13	550	42
<b>TOTAL</b>	<b>226</b>	<b>16046*</b>	<b>69</b>

\* excludes SCAT

There is there are a large group of clubs servicing small and declining number of registered swimmers. The larger regions can sustain this to a point, the smaller ones cannot. Logic would say there is need for change at both the regional and club levels.

**It is stressed** that the lack of registered swimmers in the smaller regions does not mean a lack of commitment and passion by their boards or management committees and those who work with them.

To the contrary, the people interviewed were committed to doing their very best for their region. Many did a remarkable job under difficult circumstances. Indeed the impression gained was that the Sport relied so heavily on their voluntary services that without them the Sport would “wither on the vine”. This has resulted in volunteer “burnout” / “volunteered out” syndrome.

What it means is these regions in particular are at the greatest risk of being affected by changes in the environment they operate in. And for many of them these changes have already occurred. For instance, many more rural communities are feeling the effect of the move by younger people and families into areas where there are better education, job and lifestyle opportunities.

*This is why the issue of declining numbers is not just a club or a specific regional one but a national one and this is why the Board of SNZ has to take steps to implement change in the way the Sport is run in the future.*

#### Recommendation 4

**It is recommended that SNZ take immediate steps to address the decline in the number of registered swimmers and that this action, including Recommendation 5, be part of the national strategy.**

The following section (5) addresses this issue and makes a key recommendation for improvement at regional land club levels.

## Section 5: Service Delivery - Creating a Structure for the Future

Changes have to be made.

Why?

- The decline in numbers of registered swimmers;
- the fact this has been going on for a number of years without being successfully resolved under the current club and regional structures;
- that **75% of the 16 regions are unable to meet SNZ's criteria of capability + resources + delivery**; and
- the longer term effect this has on SNZ's ability to *effectively* deliver national strategies, programmes and services "down the line" to clubs, schools and the local community.

The Report noted that changes in sport organisations structures tend to be done sequentially, beginning with the national office, then its delivery arm – regions, districts, associations etc and finally the clubs.

The Report also noted that the national office has gone through a rigorous review under the auspices of SPARC to improve its performance across the spectrum - governance, management, strategic and business planning and so forth. This is an ongoing process.

Integral to this is its ability to deliver national strategy, programmes and services to where they are needed – the local community via clubs and schools.

As SNZ's delivery arm the regions should automatically assume this role. Unfortunately the review shows that collectively they cannot.

Given this, and in the longer term interest of the Sport, the traditional 16 regional structure should be replaced by one that is able to make better use of scarce resources, is more efficient and cost-effective and has greater accountability for results. Neither SNZ nor the Sport can afford to maintain the status quo.

Nor is tinkering with the present delivery structure as some people have suggested is the answer.

Either option will seriously jeopardise the Sport's future health and well being. For instance it will not attract, let alone retain, young people into the sport even though they are its future. It may even put the Sport into a terminal downward spiral. If this happens the Sport faces the bleak prospect of becoming a minor league player.

The following is recommended: -

**5. It is recommended that: -**

- a) **The current 16 regional delivery structure to be replaced by 4 Districts.**
- b) **The 4 Districts to be based on merging the current 16 regions as set out in Table 5.**
- c) **The 4 Districts to be incorporated into and under the governance and management of SNZ.**
- d) **Each District to be headed by a District Operations Manager (DOM) who will report directly to SNZ's National Operations Manager.**
- e) **District Development Officers (DDOs) to be appointed and work with the current Regional Education Managers (to be renamed District Education Managers - DEMs) to service clubs, schools and the local community in their District.**
- f) **The DDOs and DEMs to report to their District DOM.**
- g) **The 16 regions to be wound up. This will require a strategy and a process to properly manage change in the winding up of the regions.**
- h) **The experience and knowledge of the current volunteer regional boards and management committees to be retained in the form of Advisory Committees to the District Operations Manager, CEO and senior management of SNZ.**
- i) **Mechanisms to be put in place to ensure accumulated/surplus funds currently held by the regions are retained in the regions.**
- j) **Assurances to be given to the clubs by SNZ about retaining the "flavour" and history of the local swimming environment.**

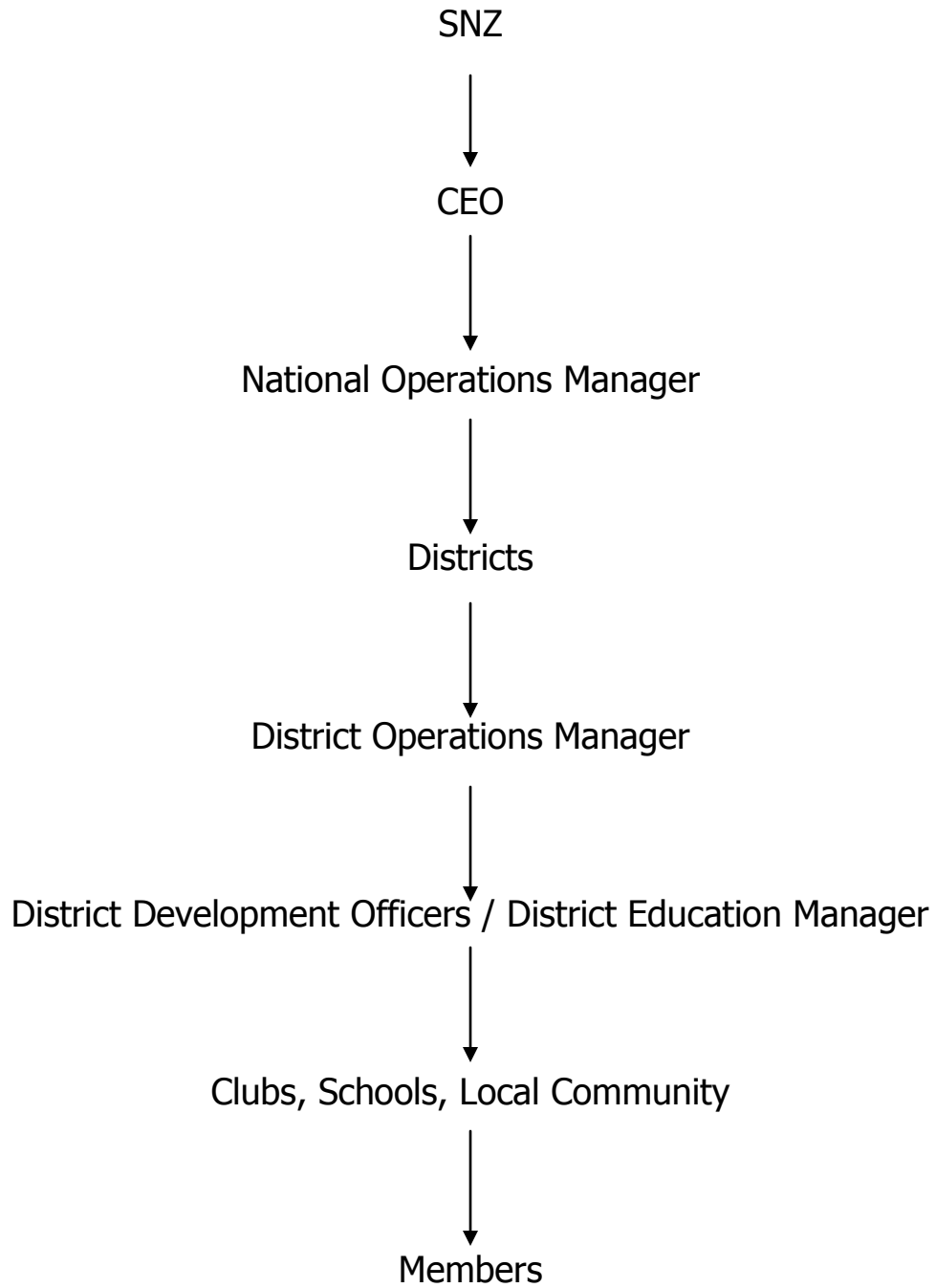
The break out of the 4 Districts takes into account the geographical spread between regions and their locality to each other, time to travel to meets, current number of registered swimmers per region and the “natural” cluster of regions into the 4 District service delivery structure. It should be noted the difference between the highest and lowest number of registered swimmers in the 4 Districts is an acceptable 7%

**Table 5 - The 4 District Service Delivery Structure**

<b>New District</b>	<b>Current regions incorporated into District</b>	<b>Resulting number of registered swimmers in each District*</b>
<b>District 1. Northern North Island</b>  – located in Auckland	Auckland Northland Counties Manukau	3877
<b>District 2. Central North Island</b>  – located in Hamilton	Waikato Bay of Plenty Taranaki Hawkes Bay Poverty Bay	4084
<b>District 3. Southern North Island</b>  – located in Wellington	Wellington Wairapara Wanganui Manawatu Nelson Marlborough	4176
<b>District 4. Southern</b>  – located in Christchurch	Canterbury Otago Southland Eastern Districts Westland	3909

\* from 2004 Annual Report

**Table 6 - The link between SNZ and Clubs**



## Section 6: The 4 District Structure

The new 4 District structure recognises:

- The geographical spread of swimmers throughout the country, especially the Central and Southern areas.
- Travel time and cost of attending meets – hence the recommendation about retaining the “local flavour”.
- The need for balance in terms of number of registered swimmers per District.
- A hub based, high population delivery centres to service their area – hence Auckland, Hamilton, Wellington and Christchurch.
- The need to neutralise traditional “rivalries” by making the national office responsible for creating nationwide strategies and delivering programmes/services “down the line”.
- The employment of District Development Offices by SNZ to work with the District Education Managers to assist clubs to grow and develop the Sport locally.
- The need for improved services, cost efficiencies and results.

### **The Role of the Districts**

The Districts key task is to work with clubs, schools and the local community to develop and grow swimming and deliver national strategy with appropriate levels of support programmes, services and resources that meet their needs.

To achieve this, their task will be to:

- Establish close relationships with centres, clubs, schools and local community, identify their needs, assist them with resources, and act as a liaison with their District and with SNZ.

- Assist and monitor the implementation of programmes etc and evaluate and improve their effectiveness.
- Work with clubs to help them improve their capability.
- Work with the DEMs on SNZ's Learn to Swim and related education programmes.
- Assist the coordination of District swimming meets.
- Create links and relationships with non SNZ swimming organisations with the aim of bringing them into the "fold".
- Work with clubs to help raise the profile of swimming in the community and the District.
- Report back to SNZ with ideas on improving the Sport locally.
- Be SNZ's eyes and ears (intelligence) on the ground to enable them to monitor the health and well being of the Sport locally and nationally.

As part of this it is proposed the Districts provide an advisory service to SNZ's CEO/National Operations Manager.

### **District Operations Managers (DOMs)**

To achieve an effective District delivery coverage it is recommended that District Operations Managers be employed by SNZ. It is proposed they be located in the office of the regional sports trust (e.g. the DOM for District 1 – Northern North Island - to be located at Sport Auckland). The reason for this is because the sport trust is at the hub of the local sports community and should be able to provide cost effective accommodation and administration support as well as access to good quality resources and facilities.

Their task will be to work with clubs, schools and the local community via their District Development Officers (DDOs) and District Education Managers (DEMs).

### **District Development Officer (DDOs)**

Their role will be to work and liaise with clubs in designated areas similar to the present regions. They will be responsible for developing, managing and coordinating SNZ's swimming programmes and services in the area they serve and assisting clubs to improve their Off the Field capability.

The number of DDOs to be employed will be better known when the 4 Districts have been finalised and the employment situation of existing regional staff is determined as it is conceivable some of the current regional staff may be employed in the new District structure. However, it is stressed that SNZ needs to employ the best people for the job.

Over time it is anticipated that each District will ensure DDO's are based in the areas covered by the existing regions, for example, Whangarei (to cover Northland), Rotorua (BOP) and so on.

To assist SNZ with their job descriptions it is suggested that other sports such as hockey and netball be approached for copies of the job descriptions/KPI's of their regional development managers.

### **District Education Managers (DEMs)**

A delivery mechanism currently being used by SNZ is the 4 Regional Educational Managers (REMs – to be renamed District Education Managers - DEMs). Employed by SNZ and reporting to its CEO through the National Education Manager, their principle duties include:

- Review, develop and enhance the SwimSafe Program as well as other SNZ education programmes, including but not limited to the New Zealand Certificate in Swimming Teaching (NZCST), The New Zealand Diploma in Swim Teaching (NZDST), and SwimFantastic.
- Deliver tutor/instructor/coach seminars, clinics and training courses for the SNZ education programmes and coaching/teaching pathways.
- Actively promote all SNZ education programmes, resources and services.

There were a number of comments about how the DEM's could be used more effectively by SNZ. For instance several regions commented the DEM's should help them to provide more support to clubs as well as schools but were limited by a lack of resources.

This may or may not be true. But there is the perception that the DEM's could be used better.

Given this point it is suggested that it may be timely to review the geographical spread, role, resources and job descriptions of the DEMs to ensure optimal use is being made of them and to ensure they tie in with the delivery structure. It is accepted that it would be very difficult to find, let alone afford, competent DEMs for every region but a review may reaffirm the current strategy or it may recommend ways of improving it.

## Funding the Districts

The above recommendations will require substantial resources. It is anticipated that some of the money for this and for the proposed SNZ service centre role will come from a combination of national trusts and sponsorship and member levies. It is suggested funding be discussed with SPARC on the grounds that improving district and local capability and delivery will help the Sport and therefore help meet their (SPARC's) mandate.

Before approaching SPARC it is suggested SNZ considers doing a Resource Plan to accurately identify the cost to SNZ of the new structure and potential revenue streams.

Apart from Learn to Swim, there are many thousands of people who swim outside the club structure. They do so for a variety of reasons – general fitness, recreation, medical, social and other reasons. SNZ has to find a way to tap into this in a manner that benefits both club and non club swimmers.

This will be an enormous challenge but it is not insurmountable.

For instance, as a starting point it is suggested SNZ's Board/management consider the following -

1. Find a way to incorporate other aquatic sports into the SNZ camp. It is understood there are reasons, including FINA rules as well as financial and "political", why this cannot be done at the moment. For a small swimming nation like NZ this creates an obstacle to the growth of aquatic sports, including swimming. A way has to be found around this over the next few years.

The notion of aquatic sports joining forces under one national umbrella body to create critical mass would be attractive to sponsors. It ought to be attractive to the sports too. There are substantial benefits by creating one administration centre as shooting and biking have done/are doing. It is understood this is under consideration. It needs to happen as at the moment the present state of affairs is a lose: lose for the aquatic sports as a whole. It needs to turn this into a win:win.

2. Develop a strategy to incorporate the large number of non registered swimmers under SNZ's umbrella. This is an area of considerable potential.

For example it is estimated that between 200,000 - 300,000 children go through the Learn to Swim programme each year. As a starting point they should be on SNZ's data base as potential club members. Each club could then be informed about those in their area for follow up. Further, consideration should be given to the prospect of charging a modest SNZ affiliation membership fee (e.g. a dollar a child = \$300,000) that could be reinvested into a child development club based programme.

3. The same applies to schools. There ought to be no reason why the clubs do not link into schools. Likewise other aspects of swimming e.g. community activities referred to earlier.
4. The same principle applies to Masters. The emerging post war baby boom population bulge is a golden opportunity for SNZ especially given the fact that older people are very active but do not want to participate in the high impact sports anymore.
5. Likewise swimming should be structured to continue to appeal as a low impact physical activity for the same generation of non competitive swimmers.
6. Open Water swimmers and Disabled swimmers, especially the Paralympic swimmers, present an opportunity for SNZ to win more international championship medals.

In essence there is enormous potential to grow the Sport and generate revenue by increasing its membership. It will require resources and a planned and professional approach but it can be done.

The above examples are the type of strategic thinking the Board is no doubt already considering.

Separate from the above are the affiliation fees and cost of administration of the 16 regions.

a) Fees

It is estimated that *total* affiliation fees from clubs is \$455,000 as shown below.

To SNZ from regions	\$270,000
Retained by regions	<u>\$185,000</u>
Total fees	\$455,000

b) Expenses

A breakdown of expenses across the 16 regions

Remuneration (salaries, honorarium, contract)	\$124,500
General office and miscellaneous expenses	<u>\$127,300</u>
	\$251,800

c) Potential additional funding for SNZ

Additional funding directly available to SNZ from affiliation fees (at current level)	\$185,000
Regions administration cost savings*	<u>\$251,000</u>
Total (toward offsetting the cost of the 4 District delivery structure)	\$436,000

\*Factored into this is the assumption that the 4 District delivery structure will be able to  
a) create cost savings through economies of scale, and

b) access the same or similar sources of funds currently available for the region's administration expenses.

## **Implications of Winding Up the Regions**

The winding up of the regions will require a strategy and a process to properly manage the change process. This should be done by way of a specific change management plan.

### **a) Constitution**

If the above recommendation is put into effect the cleanest and simplest way of managing the process is for the regions to be formally wound up.

As each of them are incorporated societies and therefore independent legal entities in their own right, due process will have to be followed as per their respective constitutions.

### **b) Surplus/accumulated funds and assets**

The management of surplus/accumulated funds and liquid assets: some region's constitutions stipulate that in the event of being wound up surplus funds go to SNZ. Others are less prescriptive.

Notwithstanding, it is suggested that an arrangement be made with SNZ that all surplus/accumulated funds and liquid assets remain in their region and be managed as follows:

- each region to set up a trust for its surplus/accumulated funds/assets;
- trustees to be from the region concerned along with a representative(s) from their District;
- trust funds are to be allocated annually by way of grants for use within the region;
- allocation of funds to be consistent with national strategy;
- assets to be liquidated in an orderly and commercial manner;
- trusts to have a sunset clause (say 3-5 years) after which all remaining funds/assets to be forwarded to SNZ.

### **c) Voting**

It is proposed that registered clubs should vote for the Board of SNZ. This is aimed at re-enfranchising the coalface of the Sport with the clubs responsible and accountable for ensuring the right people with the right skills are voted onto the Board.

It is suggested a voting formula be developed similar to the one currently being used.

### **d) Volunteer representation**

It is proposed that volunteer representation should be by way of Advisory Committees to each of the Districts. It is anticipated these committees will provide a high level of input, knowledge and experience in their specific fields of expertise.

For example in District 1 there would be Advisory Committees in Auckland, Northland and Counties Manukau.

Their role would be to advise the District Operations Manager on specific issues such as:

- coaching and coach development,
- local and District competitions,
- management and timing of coaching clinics/camps,
- accessing local funds and trusts,
- education and development programmes,
- the local club and school environment,
- state of the Sport in the district and areas for improvement and so forth.

Each Advisory Committees would have specific terms of reference including regular meetings (say 2-3 times a year) with SNZ's CEO and the National Operations Manager.

Such a step would relieve the volunteer of the administration burden and allow them to focus on the areas where they can contribute the most relative to their fields of expertise.

### **e) Affiliation fees**

Affiliation fees/levies will be remitted directly by the clubs to SNZ. This equates to approximately \$450,000.

### **f) Funding – local trusts and sponsors**

The key beneficiaries of local trust funds and sponsorship should be the clubs. Given this, it is suggested that the Districts should not compete with clubs for *local* funds although provision should be made to access funds within the area that may not be available to clubs. Further, as the Districts are part of SNZ they should also be part of SNZ's national fund raising/sponsorship business development strategy.

### **g) Local competitions**

The centres, clubs etc should continue to run their local competition and other activities as they have always done but work with their District and appropriate Advisory Committee(s) to ensure they are properly coordinated and managed.

### **h) District competitions**

Although the District competitions will provide better quality competition some clubs may want to continue with their regional competitions. Either way, apart from the National Championships, the District competition ought to be seen as a premier competition for the majority of competitive swimmers.

### **i) HR - employment**

The normal laws relating to employment will apply but where appropriate it is anticipated current regional employees will be offered positions in the new structure subject to having the requisite skills and experience.

## **Advantages of the new structure**

The new structure will: -

- Create a more focused and consistent approach in the development and delivery of national strategy, programmes and services for the benefit of members throughout the country.

- Introduce professional management and administration into the Sport.
- Eliminate costly duplication and in time create administrative cost savings that can be redirected back into the Sport.
- Open up potential national revenue streams through national sponsorships.
- Reduce the load on overworked and declining numbers of volunteers but at the same time continuing to utilise their skills and knowledge.
- Create a direct link between clubs and SNZ.
- Re-enfranchise clubs and create a greater degree of accountability from SNZ to them.
- Ensure the local ownership and flavour of the Sport is retained.
- Above all, it will create the opportunity to be a world leading organisation.

### **Disadvantages of the proposed structure**

The structure has some disadvantages: -

- Perceived loss of control of the Sport regionally.
- Legal and financial cost of winding up the existing structures.
- Cost of implementing the new structure.

### **Delivery Summary**

If the above recommendation is supported it will result in SNZ's programmes and services being delivered to centres, clubs, schools and the local community by a core group of well resourced and capable Districts under the overview of the Board and Management of SNZ. In effect it will create for the Sport an Added Value Chain (Table 6).

The outcome will be a focused, nationwide, coordinated and strategic approach to:

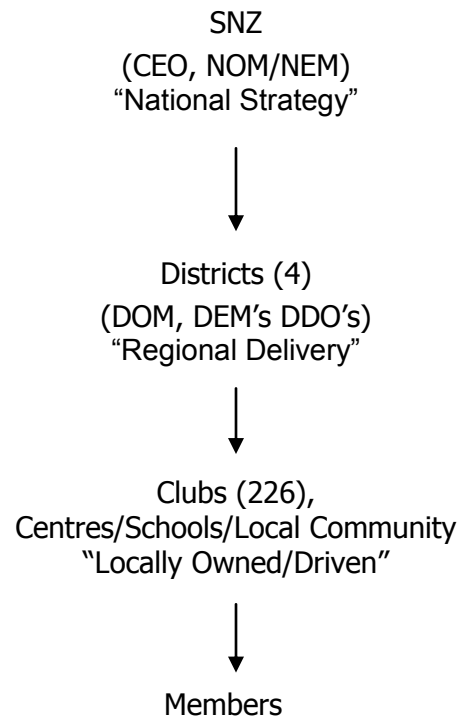
- a) resolving the issues raised in this Report, and
- b) lifting the overall performance of Swimming in New Zealand.

The net effect will be the realisation of SNZ's vision of "leading sport in 2008".

## Value Added Chain

The new structure will create a “Value Added Chain” to SNZ’s operating strategies (Table 6).

**Table 6: “ Value Added Chain”- Proposed District Service Delivery Structure**



## Conclusion

The decline in the number of registered swimmers is serious. The statistics speak for themselves – a decline of 33% in the last 15 years, 12% in the last five. Any reduction in a Sport's core business - its membership - is serious. One of this magnitude is tantamount to a crisis, particularly given the downward trend has been evident for a long time.

The current situation calls for an urgent rethink of the way the SNZ and the Sport conducts its business in the future and in particular the linkage between SNZ and the "coalface" of the Sport - the local community - clubs, centres and schools.

In this regards the current regional structure has done its job. It is time for a change.

SNZ is not just about high performance. It has to encompass the entire spectrum of swimming, from learners and recreational, disabled, high performance through to masters.

And it ought to include the whole spectrum of aquatic sports.

In both respects SNZ and the Sport have a unique opportunity to connect into the growing number of people for whom swimming is part of their social and recreational life.

If it, the Sport, is to grow, SNZ has to address the issues outlined in this Report, develop creative and innovative strategies and drive them forward with leadership, vision and commitment.

The alternative?

Worst case – an atrophying and marginalised Sport.

Best case, a Sport that is growing and vibrant and relevant to all swimmers, funders and sponsors, the media and the public of New Zealand.

The latter scenario is the only really viable option. The real test is - has SNZ and its members the courage to take this step? The writer of this Report believes they have.

***"You cannot make a series of good decisions without first confronting the brutal facts".***

## Attachments

### 1. Contributors

- John West – SNZ President
- Murray Coulter – SNZ Vice President
- Members - SNZ Board (8)
- Presidents (or their representatives) - SNZ Regions (16)
- Horst Meihe – NZSCAT President
- Clive Power
- Alison Green
- Paul Veric – SNZ CEO
- Clubs – representative sample from all 16 Regions

## 2 Letter to Regional Chairs



**DRIVINGFORCES**  
*Adding peak performance to business practice*

9 May 2005

### **Re: Swimming NZ's Delivery Review**

The overarching vision of Swimming NZ's (SNZ) Strategic Plan is to be a "leading sport in 2008".

***Part of this will be SNZ's ability to create a mechanism that is capable of delivering top quality nationwide programmes and services "down the line" to regions, centres, clubs, schools and the local community.***

It is worth noting that the successful sports have adopted a simple philosophy/strategy based around the principle of –

***"national strategy, regional deliver, locally owned and driven."***

This philosophy/strategy will be considered by *DrivingForces* as part of the review process.

The objective of the review is to:

- consider the capability of the Regions and SNZ to achieve this to a standard comparable or better than other successful sport organisations such as netball and –
- develop a report with recommendations for the future, with an implementation plan and (indicative) timeframe.

The review will be conducted in two stages.

a) Stage one is an overview of capabilities. This will involve consultation with the Board and CEO of SNZ, the Chairs of all 16 regions and a survey of a representative group of clubs from each region.

b) Stage two is a report with recommendations on the longer term delivery mechanism.

The ultimate objective is to create a strong and viable delivery mechanism that:-

- is consistent with SNZ's strategic direction and goals.
- adds real value to the activities of regions, centres, clubs and members
- improves the quality and delivery of programmes and services "down the line"
- maximises scarce resources
- creates administration cost savings
- eliminates wasteful duplication
- reduces volunteer burnout and utilises their time more productively

The first step in the review process is to get SNZ's Board input. This has been done.

The next step is the attached questionnaire to all Regional Chairs. I would appreciate it if you could return it by 16 May.

This will be followed by consultation with you and the other Chairs. To assist the process a Discussion Agenda follows. In the next few days I will contact you to arrange a mutually convenient time (either in person or by phone) to go through the questionnaire and the points in the Agenda.

As Chair you have extensive knowledge about your region and your input will be invaluable. I look forward to discussing the above with you.

Finally, I would appreciate it if you would

- a) email the names and contacts (phone or email) of 2-3 clubs in your region
- b) mail or email me copies of your constitution, strategic and business plans, annual report and minutes of your last 2-3 board meetings.

Thank you

Kind regards

Chris Ineson

*DrivingForce's* contact details: -

Phone 04 479 5466, 021 220 0178

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[www.drivingforces.co.nz](http://www.drivingforces.co.nz)

### 3. Discussion Agenda for Regional Chairs



**DRIVINGFORCES**  
*Adding peak performance to business practice*

#### **Swimming NZ's Capability Review**

#### **Discussion Agenda for Regional Chairs**

**June 2005**

#### **Discussion Agenda**

The following sets out the agenda for our discussion about the **capability** of the Districts.

I would appreciate your thoughts on how it can be improved. During our discussion please feel free to include anything else you want to discuss about the organisational (Regional and SNZ) capability as a whole.

#### **Define capability**

Please note: Our discussion will be in confidence. The Report will address generic issues raised by you but it will *not* comment on issues specific to a particular District although it may identify areas of excellence/best practice that might be used as benchmarks by the other Districts or SNZ.

***I would appreciate your comments on the following.***

## 1. Brief comment about your Region

- why was it established in the first place – i.e. what was its purpose (mission/core business) and who did it represent?
- has its role changed over recent years and if so, how?
- is the region still relevant to the centres/clubs/members and local community – if so, how, if not, why and how would you make more relevant?
- do you believe the current organisational structure - SNZ and regional - is the right one for the future of the Sport– for instance is your region capable of delivering SNZ's national strategy, programmes and services to the level expected by its board and your members and stakeholders?
- if not, what other structure would you suggest (presumably while retaining the best features of your current one)?

## 2. Current Services provided by the Regions and SNZ

- what services (includes management support as well and coaching etc programmes) are being provided by -
  - SNZ to your region and by
  - your region to centres, clubs, schools and the local community?
- what is the quality and the range of the services/programmes and are they of a standard that will help to improve and grow the Sport in your region?
- do you have governance, management and administration capability and skills to achieve SNZ's regional delivery strategy?
- does your region have sufficient resources – financial, facilities and equipment etc and personnel (numbers and skills), - to provide quality services/programmes to the level expected of it by members?
- Likewise, do you believe SNZ has sufficient resources to do the same for the regions?
- in the case of your region, are your services/programmes aligned and integrated with national (SNZ) strategy – if not how could this be done?
- what services/programmes do you consider to be *core*/essential to a) your region and b) centres, clubs, schools etc? - prioritise the top 5 - 6

- what *additional* services ought to be available in the future to your region to meet their requirements to SNZ and the centres, clubs etc? – prioritise the top 5 -6
- who should be responsible for providing them?
- who should pay for them?

### 3. Value for Money

- does SNZ provide value for money to your region?
- does your region provide value for money to your members- centres, clubs etc?

### 4. Issues

- what are the key issues that you feel will affect (positively and negatively) the overall long term growth and development of swimming in NZ with particular reference to –
  - creating a strong, progressive and financially viable structure capable of delivering quality services/programmes.
  - improving the delivery of/adding value to, current regional services/programmes to clubs, centres, schools and the local community
  - the best model for (as well as the least suitable model) for SNZ and the Sport
  - the optimum number of regions capable of delivering the national strategy
  - implications of changing the number of regions to
    - swimming in your region
    - constitutional, contractual, legal, employment, volunteers and related issues as they affect your region
    - voting
  - creating centres, clubs etc with good facilities, coaches and growing membership – recreational through to high performance
  - the role of SNZ in all of the above
- how does the Sport retain and grow its membership, especially young people, and its volunteer base?

- how can the board of SNZ create a New Zealand and World leading Organisation?
- are there any other issue you want to raise?

Thank you

Chris Ineson

*DrivingForce's* contact details: -

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Fax 04 479 5469

email [chris.ineson@drivingforces.co.nz](mailto:chris.ineson@drivingforces.co.nz)

[www.drivingforces.co.nz](http://www.drivingforces.co.nz)

## 4. Club Questionnaire



**DRIVINGFORCES**  
*Adding peak performance to business practice*

### Swimming NZ's Delivery Review

#### Club Survey , May 2005

Name of Club and Region (e.g. Kilbernie, Wellington) .....

Name and position of person doing the survey e.g. Chair, Administrator.....

Date.....

This survey is part of SNZ's Delivery Review. Its purpose is to improve the delivery of programmes and services at every level of the Sport. This involves an evaluation of SNZ value to the 16 regions and in turn an evaluation of the region's value to their clubs (in short, is everyone getting value for their money?).

To give me a feel for this would you please complete this survey and return it to me by **Tuesday 7 June.**

1 Does your Region provide value for money to your Club – Yes/No?

2. If it does please explain how with 2-3 examples in the comment section below

*Comment*.....

3. If it does not, please explain what you would like to see it do with 2-3 examples in the comment section below

*Comment*.....

.....  
4. Do you have any other comment about how your Region could improve its value to your Club?

*Comment*.....

It would be appreciated if you could return this survey to Chris Ineson by email ([chris.ineson@drivingforces.co.nz](mailto:chris.ineson@drivingforces.co.nz)), fax (04 479 5469) or post (30 Bengal St, Khandallah, Wellington, 6004) by Tuesday 7 June.

Thank you