

# Detailed Report

for Swimming NZ

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### ASSESSMENT DETAILS

Swimming NZ was assessed using SPARC V5-0.QC on 09/06/2010.

The assessment details were:

Focus Area: Organisational Capability

Organisation Type: NSO, National Sport Organisation

Location: National

### FACILITATOR CONTACT DETAILS

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# 1 Executive Summary

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## Purpose

The SPARC Organisational Development Tool (ODT) is designed to provide a comprehensive view of the capability of an organisation. The ODT enables the identification of areas of good practice and opportunities for improvement.

## Key Findings

Swimming NZ achieved an overall score of 48 out of 100. This score puts the organisation in the Developing scoring band (30 – 49%). A Developing score indicates that 'The organisation's capability is largely meeting current operational needs; however it is below a sustainable level, potentially exposing it to risk..

There are some positives and areas of strength inside the organisation. Improvements in the balance sheet, recent sponsorship success and financial control are the result of hard work. Governance and reporting to the board are good practice areas. Swimming is strong in the traditional areas of events and competition management.

In the key areas that will drive the evolution of the business the assessment identified some central issues and these findings form the basis of the recommendations that follow. Of particular concern is the current level of stakeholder planning and management, the strategic misalignment from Swimming through the regions to the clubs, and the lack of a detailed understanding about the broader swimming market. It is not clear if the necessary building blocks to ensure the success of the present change project are in place.

## Key Recommendations

1. Develop a stakeholder management plan.
2. Develop a sport-wide purpose and values.
3. Broaden the assessment process for the chief executive.
4. Expand the scope of the Annual Plan.
5. Develop a deeper understanding of the wider market.
6. Implement a mechanism for regular stakeholder feedback.
7. Align planning through the structure
8. Complete and action the marketing and comms plan
9. Create an employee handbook.
10. Future proof the new member management system
11. Create a knowledge sharing system.

## 2 Purpose

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The SPARC Organisational Development Tool (ODT) is designed to provide a comprehensive view of the capability and performance of an organisation. The ODT enables the identification of areas of good practice and opportunities for development and improvement.

The ODT provides organisations an opportunity to benchmark themselves against good practice across the full scope of their current and potential activities. The ODT process and report provide clear direction for organisations wanting to improve their performance.

As a result facilitators (and relevant organisations) are also better informed to provide meaningful support to partner organisations. The opportunity for future reassessments provides organisations with an excellent tool for monitoring and improving themselves over the long term.

The ODT is looking for:

- a connection between the organisation's purpose and its activities
- a focus on customers (participants) and stakeholders
- a systematic approach to organisational activity
- effective use of performance measures to drive improvement
- results achieved
- continuous improvement and a future focus

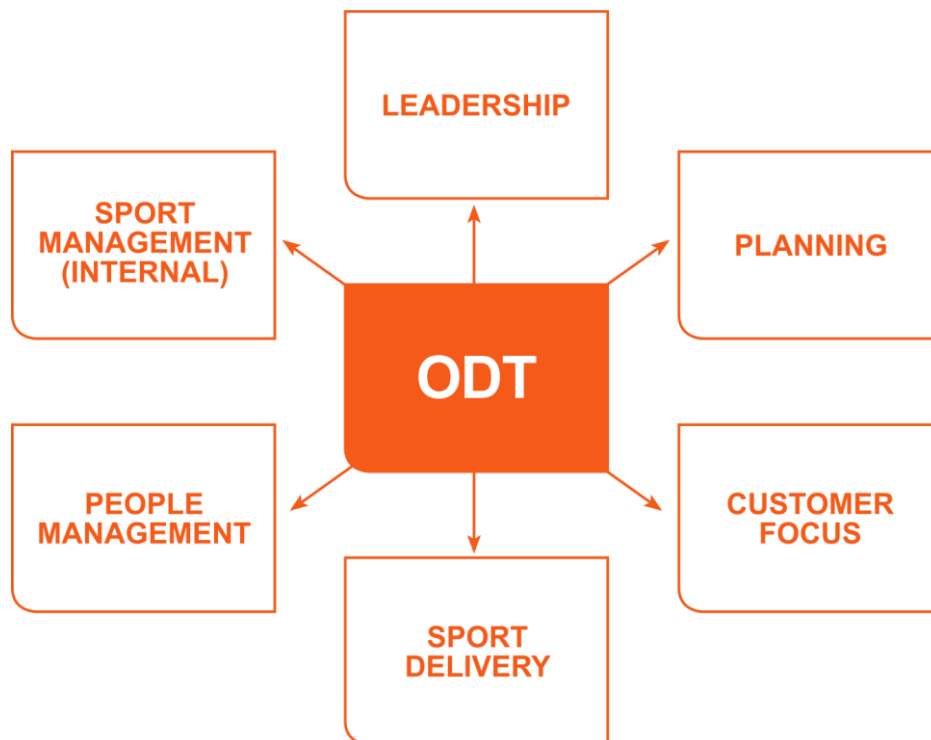
### 3 ODT Overview

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There are six modules within the ODT as displayed in the diagram below. Within each section are a set of questions that were worked through during the assessment.

The questions in each section typically address the following:

- Planning
- Implementation (management)
- Measurement and results
- Future Needs (continuous improvement)



## 4 ODT Scoring

The SPARC Organisational Development Tool uses six scoring bands to identify the overall level of organisational capability and performance.

This scoring system has some similarities to the Baldrige Criteria for Performance Excellence (the world recognised standard and used by the New Zealand Business Excellence Foundation) and sets high standards. These scoring bands are also used for individual questions.

It is important to recognise that scores in the *Sustainable* band are strong results and scores above this are uncommon. Many sport and recreation organisations will often score in the *Developing* and *Initiating* bands during their first assessment.

Category	Scoring Band		Description
	Scoring	Points	
World Class	90%+	9.0 +	The organisation's performance is leading the sector and is a benchmark for other organisations. Cycles of improvement are embedded. <i>Meets expectations and exceeds many (more than half).</i>
High Performing	70 – 89%	7.0 – 8.9	The organisation's performance is embedded enabling it to consistently meet or exceed operational needs and stakeholder expectations. There is evidence of cycles of improvement. <i>Meets expectations and exceeds some (less than half).</i>
Sustainable	50 - 69%	5.0 – 6.9	The organisation has processes that should ensure ongoing capability to meet operational needs and stakeholder expectations without being exposed to unnecessary risk. <i>Meets expectations.</i>
Developing	30 - 49%	3.0 – 4.9	The organisation's capability is largely meeting current operational needs; however it is below a sustainable level, potentially exposing it to risk. <i>Meets many (more than half) expectations.</i>
Initiating	1 – 29%	0.1 – 2.9	The organisation's capability is limited or beginning, potentially inhibiting it from meeting current operational needs and/or exposing it to risk. <i>Meets some (less than half) expectations.</i>
Absent	0%	0.0	The organisation has no or very limited capability, inhibiting it from meeting current operational needs and/or potentially exposing it to risk. <i>Meets no expectations.</i>

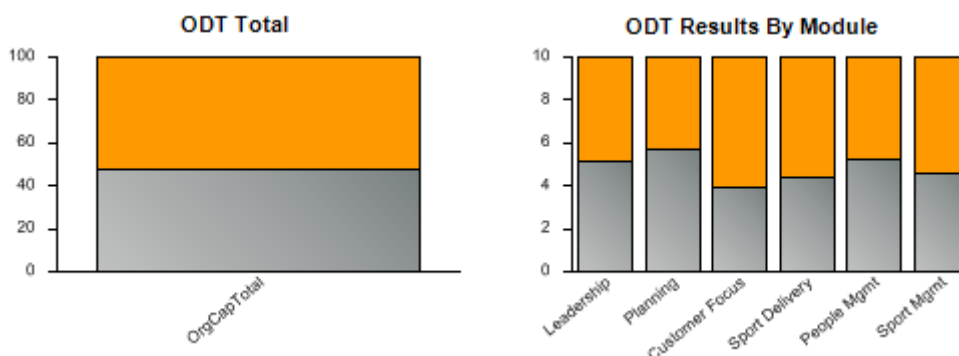
## Table Interpretation

**SCORING BAND:** the overall percentage score, percentage scores include module weightings

**POINTS BAND:** score out of 10, used for individual questions and sections within each module, points scores are raw scores without any weighting

**DESCRIPTION:** summary description for each band, applies to the organisation or a specific area

## 5 Key Findings



Swimming NZ achieved an overall score of 48 out of 100. This score puts the organisation in the **Developing** scoring band (30 – 49%). A Developing score indicates that *'The organisation's capability is largely meeting current operational needs; however it is below a sustainable level, potentially exposing it to risk.'*

Swimming New Zealand finds itself in a position that it shares with several other sports. It is a long standing organisation (120 years) operating in an area that is both broad and complex environment. The traditional function of supporting competitive swimmers arguably embraces less than ten thousand people while the wider recreation base exceeds one million swimmers of some kind. The gulf between this inherited but still necessary function and the broader possibilities are an ongoing challenge for the organisation.

There are many moving parts in the aquatic sector with few of them aligned. Many attractive and profitable parts of the recreational swimming business have been cherry picked by private operators. Swimming New Zealand finds itself in a position, shared with other national bodies, of running a narrow and highly unprofitable competitive system with too few participants and too low a level of exposure to be self sustaining.

The fundamental challenge is then how to broaden the nature of the business, to widen the base and increase profitability. Swimming does retain some key areas of competitive advantage in the areas of sport knowledge, coach accreditation and training together with the flow on from being the high performance body for the sport. Leveraging these things into products that are meaningful across the current and future generations is the core task. To do this on a limited resource base will need change and tough calls that go beyond tinkering at the edges.

This assessment did show some areas of strength for Swimming. These were in governance, financial control but mostly in the 'traditional' areas of business; events and competition management

On the other hand the current level of stakeholder management is of concern. There is no overall plan and feedback mechanism associated with major sections of the community.

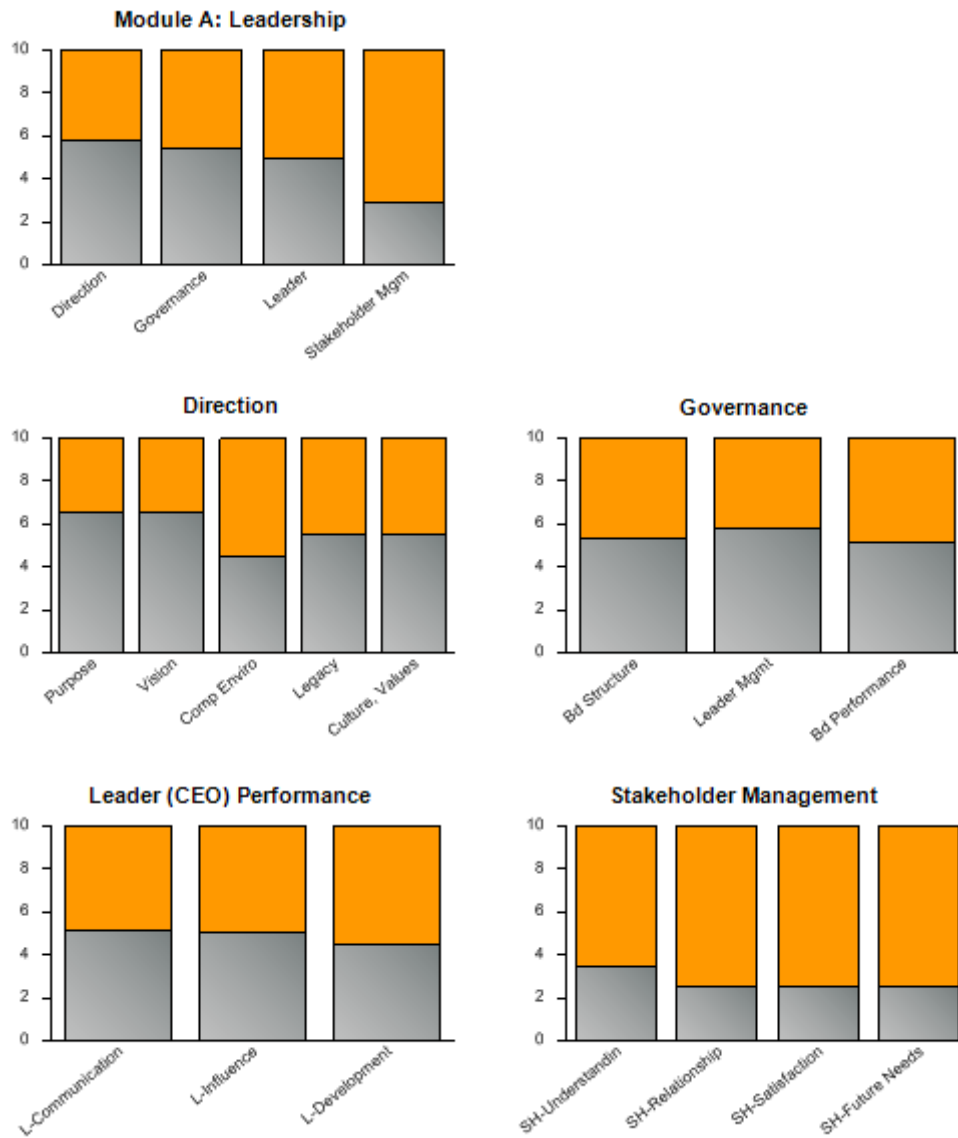
Although the planning and reporting appears to be of good quality the lack of strategic alignment through the regions would indicate limited capability to deliver on goals,

Recent events would indicate that the swimming community is not a present an aligned one.

Swimming New Zealand acknowledges these issues and has started a major project to address the challenges in the delivery structure (Project Vanguard), however stakeholder management, strategic alignment and market understanding remain critical factors for the project's success.

Where success has been evident in change processes the common elements have been careful planning, clear and agreed reasons for the change, long periods of work with key stakeholders, commitment of resource and the willingness and ability of the leadership to engage with and bring the grassroots on the journey.

## 6 Module A: Leadership Results



## 7 Module A: Leadership Commentary

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The total score for this module was 5.12/10. This puts Swimming NZ into the Sustainable band (5.0 – 6.9) for Module A: Leadership.

### Direction

The stated core purpose of Swimming New Zealand (SNZ) is to 'develop, promote, govern and lead swimming in New Zealand'. This purpose was developed by the board and the chief executive using feedback from several stakeholder surveys and is kept alive through regular Board review. However, currently this is a purpose for the national body only, rather than a common purpose that unites the whole sport.

The vision - 'to be world class in every pool' - was also developed by the board and chief executive. The vision is part of on-going board discussions and has been captured in a cartoon widely visible around the SNZ office.

The competitive environment for SNZ is evolving, forcing constant review of any competitive advantage that the sport has. Swimming is undoubtedly important to the Kiwi lifestyle but the core market of young people faces ever increasing demands on their time. SNZ has historically been focused around club-based competitive swimmers but this is too small a market segment upon which to build a sustainable organisation. SNZ needs to develop a value proposition to retain young people reluctant to make the time commitment for competitive swimming. SNZ also needs to consider its role within the learn to swim and recreational swimming segments and then develop a differentiated and compelling value proposition for each market. This section of the market is crowded with many private and not for profit organisations seeking to be active in the area.

The SNZ values were developed by staff and incorporated into the strategic plan. While they are discussed by the Board and used by staff to drive accountability and behaviour it's unclear to what extent they have been adopted at the regional and club level.

### Governance

Board structure and general operations are well established. There are two appointed Board members with the balance of the board elected from the regions. Independents bring a useful perspective to the board. SNZ may wish to consider whether the 6/2 split is the right one. Board members elected by the regions don't always provide a true representation of the club perspective and on occasion good candidates can find it hard to get through a region dominated electoral process. As part of its current reform considerations SNZ could usefully look to the direct one club one vote system.

Two members of the Board are required to step down each year and seek re-election if desired. There is no maximum term set for Board members. Election of the Chair and Deputy by the Board follows good practice although it only takes place if one of those officers has changed. There are also three Board sub-committees, including one for audit and risk (the A&R committee).

The induction of new board members follows good practice. The process is laid out in the directors policy and includes clear documentation, discussion about roles, responsibilities and introductions to staff. The governance sub-committee has the responsibility of ensuring all policies are correct and up-to-date however these are reviewed on an 'as required' rather than a regular basis.

Board meetings are run based on an good practice agenda structure This includes maintaining strategic high level focus by starting each meeting with the strategic elements.

A board sub-committee runs the external appointment process and also undertakes an annual skills assessment.. With 75% of Board members elected influence over skills or diversity is limited.

While not part of this ODT assessment governance structures beyond that of the board also need to be reviewed. The recent annual meeting situation, where regions were able to submit and vote through a proposal to prevent SNZ communicating directly with clubs and athletes demonstrates that there are conflicting views over leadership within the sport and the degree to which alignment exists To remain sustainable and relevant to changing market needs, SNZ needs to evolve and broaden its target market and value proposition. This will be impossible to achieve without also reviewing how the sport is run at regional and club levels. Regional administration within Swimming is still largely volunteer driven and based on administering competitions. The roles, responsibilities and structures of regional delivery are currently subject to review and reform across many similar NSOs. SNZ is hoping to achieve similar progress through Project Vanguard.

The chief executive role is documented. There is an annual performance plan developed by the chief executive management and appointments committee (CMA) which is reviewed every six months. A development plan supported by a budget is agreed with the chief executive each year.

The recent AGM situation suggests the Board needs to be more influential with stakeholders. The stakeholder plan that currently in development should include the role that the board can play, notably in relationships within the regions

Performance against the direct measures within the strategic plan is regularly monitored by the board through the chief executive dashboard report provided to each meeting and a review of the one page strategic plan.

There is an opportunity and a need to also monitor and evaluate the wider impact of SNZ through regular stakeholder feedback. SNZ is currently working on redeveloping a feedback tool that could address this.

Operational risk is overseen by the A&R sub-committee, discussed at each board meeting and managed by the business general managers.

## Leader (CEO) Performance

The role of the chief executive is to enact the Board's strategy but there is a lack of spare capacity to drive the growth and new initiatives within that strategy. The staff are largely focused on core business as usual. The governance issues previously highlighted also limit the ability of the chief executive to influence the wider sport.

The vision is communicated formally to stakeholders through the newsletters and informally in regular messages to staff. However engagement of staff and volunteers with the vision is not currently measured. The staff engagement survey and wider stakeholder surveys could both be updated to directly monitor and evaluate the engagement with and impact of the vision. Volunteers are very operationally focused, and struggle to connect their work to the vision but it is the vision that will drive change and progress across the sport.

The chief executive takes quite a hands-on role; provides staff with support on operational decisions and spends time each day interacting with the team. The chief executive also has an active programme for meeting with regions and clubs and works to proactively live the values. Currently there is no formal CE succession plan. Relationships between Board and chief executive are developed through board meetings and off-site planning days plus regular formal and informal contact with the chair.

Open two-way communication exists on an informal basis as many volunteers are quick to let SNZ know if they have an issue. However the regions appear to be blocking open two-way communication with clubs and swimmers as evidenced by the recent AGM vote that all communications must go through the regional bodies. Leading change through Project Vanguard is difficult as success is based on the project not being seen as an SNZ imposed agenda. However many regions and some clubs are still not on board with the opportunities that come from these changes. Therefore the CE needs to seek additional ways of influencing change up through the Board and out across stakeholder groups, to help the change project move forwards.

The CMA runs the process for leader evaluation, based on feedback from the Board and the chief executive's self-assessment. A 360-degree feedback process has also been used in the past, but not this year. Given the importance of stakeholder management in leading the sport through the Project Vanguard transformation, incorporating wider stakeholder measures and feedback into the chief executive's evaluation would be very valuable.

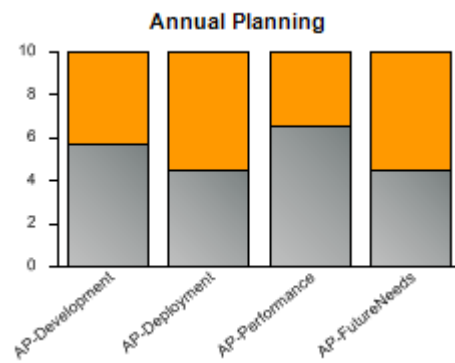
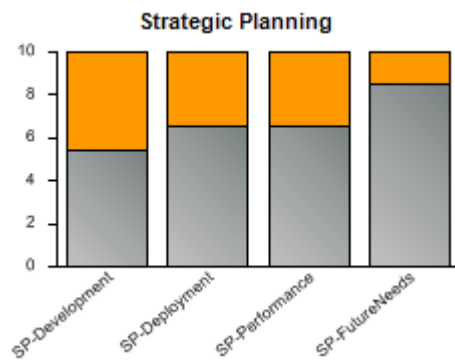
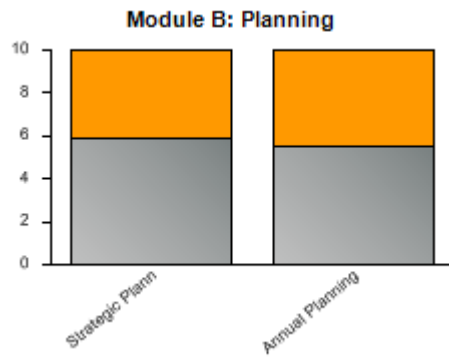
## Stakeholder Management

Stakeholder management represents an improvement opportunity for Swimming., Presently there is no stakeholder management plan that reflects the needs and priorities of each stakeholder group. The needs and expectations of commercial entities are captured and documented where necessary. However similar documents do not yet exist for other groups of stakeholders. Surveys are used with clubs and regions providing some informal measures of effectiveness and stakeholder satisfaction. However they don't extend to other groups and are not carried out consistently or regularly .

A plan will identify the groups and what the organisation is trying to achieve with them both in terms of perceptions and concrete actions.

.Using SPARC's stakeholder survey or a similar tool would provide a strong foundation for an ongoing understanding of stakeholder satisfaction and progress against a clearly laid out plan.

## 8 Module B: Planning Results



## 9 Module B: Planning Commentary

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The total score for this module was 5.74/10. This puts Swimming NZ into the Sustainable band (5.0 – 6.9) for Module B: Planning.

### Strategic Planning

The strategic plan runs until 2012. Input came via a stakeholder survey, an environment scan and a workshop for the board and management team. As mentioned elsewhere Swimming needs to gain a more in depth understanding of the participation market. This will inform reviews of the plan.

One strand of the plan is reviewed in depth at each Board meeting, along with progress reporting on all five strands.

The strategic planning doesn't include either a long-term financial projection or details of the likely challenges to be faced along the way. Without the reality of the challenges that have to be addressed and the resource required beyond business as usual many plans fail to get traction.

We note that in 2009, the first year of the plan, 90% of targets were achieved.

Greater regional alignment will be required to take advantage of opportunities in recreation area and the development of new revenue streams.

### Annual Planning

The annual plan is developed by the senior management team and communicated to the Board for noting. By using the same structure as the strategic plan the annual and strategic plans are kept closely aligned.

The annual plan guides operational activities by linking through to individual performance documents. However, business as usual (BAU) activities are not currently included within the plan. BAU consumes a significant amount of staff time, and without acknowledging it within the annual plan there is no measure of the relative priority of activities, or of the overall level of work required. By separating BAU from the projects aligned to the strategic plan, SNZ risks spending too much time on low priority or mis-aligned activities; and as a result missing out on the growth and revenue opportunities reflected in the strategic plan.

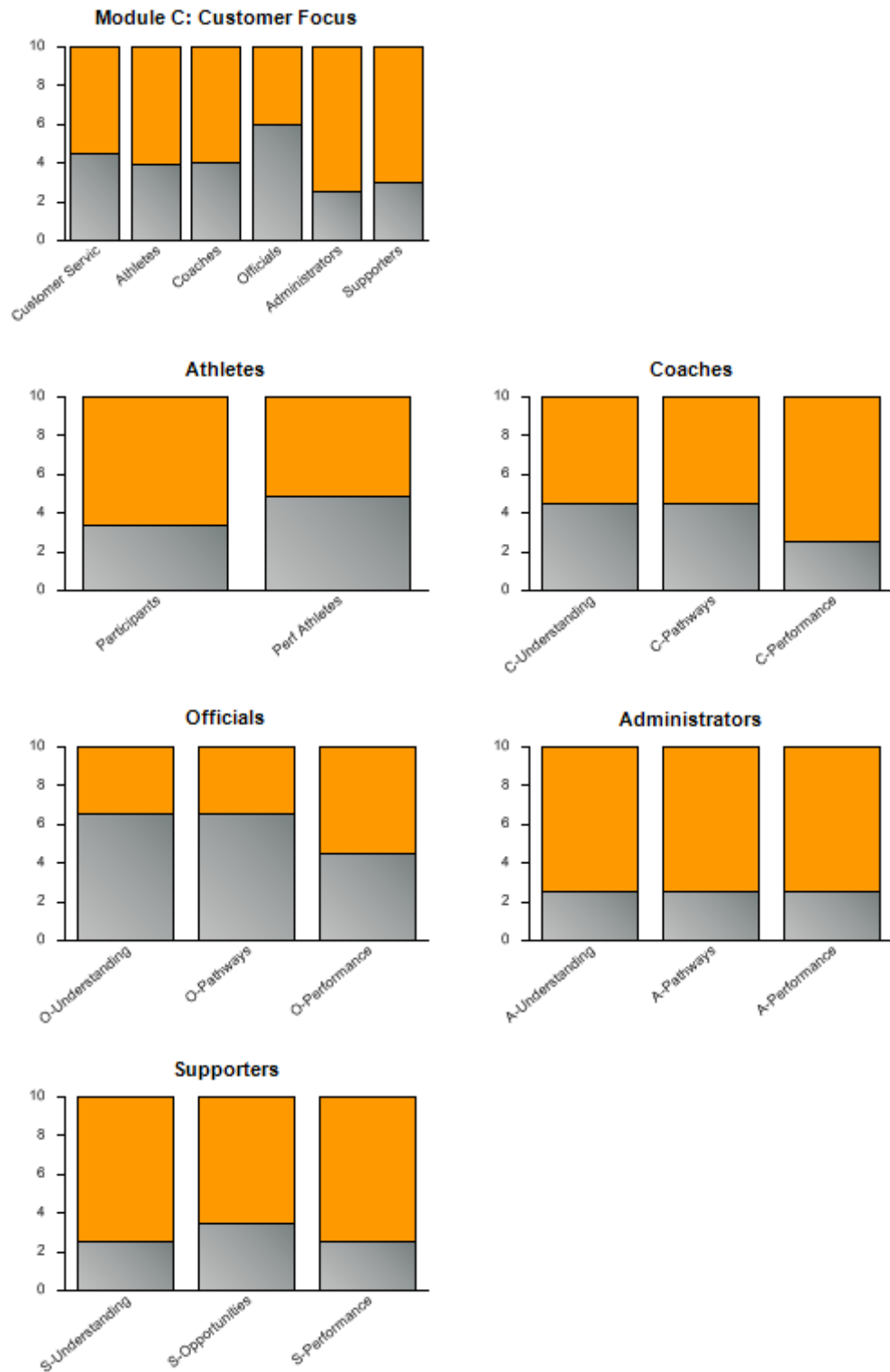
The strategic fit of business as usual and the associated opportunity cost is a conversation that the board should regularly engage in. In an organisation that admits resource for new initiatives is hard to find, ensuring current activity continues to be an essential strategic fit is a key focus to maintain.

Performance against the annual plan is part of the dashboard reporting to the Board, but without including the operational BAU activities, the Board's perspective could become disconnected with operational progress. Business plan goals were 85-90% achieved in 2009, and continue to track well. The annual plan is not visible to regions or

members, which is a missed opportunity to demonstrate the role and value-add of SNZ to the membership.

There is no formal or structured process for reviewing the annual plan through the year, although there is ad hoc check in at management meetings.

## 10 Module C: Customer Focus Results



## 11 Module C: Customer Focus Commentary

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The total score for this module was 3.94/10. This puts Swimming NZ into the Developing band (3.0 – 4.9) for Module C: Customer Focus.

### Customer Service

SNZ believes it has a strong customer focus which it demonstrates through responsiveness to questions, queries and complaints. The primary customer is the swimming membership although SNZ often has to deal with clubs and regions as customers too. It is unclear where the boundaries of swimming 'the sport' and swimming 'the recreation' are, and hence whether swimmers who are not members should also be considered as customers. For instance casual and masters swimmers are currently not viewed as SNZ customers. Given the stated purpose of the organisation and the need to develop new lines of business this will need to change .

### Athletes

SNZ's understanding of and influence on participants is still embryonic. From within the broad participant market. SNZ currently only captures (and hence understands the needs of) the competitive club members.

There is no research or insight being created for the other groups and without this market understanding SNZ is unable to develop a value proposition to connect with these potential customers and meet their current or future needs. There is an extensive 'no exceptions' programme with disability-specific training for teachers in the learn to swim space. Disabled swimmers are integrated into clubs and have their own national championships.

SNZ has a clear competitive pathway for participants already within the club system. This is documented on the website and extends from 7-8 year olds joining clubs through to age-group and junior national champs. The FINA based points system gives clarity at all levels of what is needed to progress along the competitive path.

Pathways for other participants are largely delivered outside the SNZ system. Most clubs continue to deliver the same services that they have always done with very few evolving to include other participants such as masters squads. It is noted that many sports struggle to provide offerings relevant to those that do not stay within the competitive pathway (the vast majority of participants)

Attracting new participants is driven at the local level by the clubs rather than benefiting from any co-ordinated support from SNZ or the regions. New members are usually attracted "by osmosis" as they migrate from learn to swim programmes although not all clubs are well integrated with these programmes. The experience of new members is also defined and delivered by individual clubs and SNZ has no influence over the quality or consistency of the experience. As a result there is no sport-wide retention programme or even a clear understanding of what the drivers of acquisition and

retention are for each potential customer group. The exception to this is the top end of the high performance pathway, where there is a vision for how the elite swimmers can be retained.

SNZ has a membership growth target and its membership has grown over the last three years. However, given the lack of influence or co-ordinated support for acquisition and retention, it is unclear to what extent SNZ is influencing this growth. Developing clearer measures of how SNZ strategy directly impacts participation growth will become increasingly important when discussing future investment by potential funders.

SNZ has a much stronger understanding of its performance athletes. There is a documented understanding of what swimmers need to be achieving at each level and of the volume, technical skills and other training required to achieve it. A youth programme is also being developed alongside this, with World and Olympic Youth championships as the pinnacle events.. The pathway for performance athletes is developing with regional support structures being enhanced to enable swimmers to remain in their home base while continuing to benefit from the national pathway.

New Zealand is the only country with national competitions at U/12 level, and is now instigating a national ranking system starting at U/10s. This system will enable international benchmarking and talent identification. The performance pathway is still evolving and is not yet fully understood and or bought into by all athletes and coaches. The programme still has some gaps, particularly around the depth of knowledge at club and regional levels. Presently SNZ feels that some talent is still being missed.

## Coaches

Coaching pathways are at the developing stage. Coaches still feel a need to hang on to athletes even when their talent has out-grown them. The coaching system is focusing on how knowledge can be shared and the local environment supported to help coaches grow with their athletes. The pathway for coaches is expanding to include horizontal as well as vertical development. There is a structured progression from through bronze, silver and gold levels.

## Officials

SNZ's understanding of, and pathway for, officials is a sustainable strength. The SNZ Events Manager facilitates a technical advisory committee that both advises SNZ and supports the wider group of officials. The committee also controls the rules and regulations for events, selects officials for events and evaluates performance at events. The committee has relationships with senior officials in each region who recruit and train officials within the lower levels of the pathway. The hierarchy of training courses is driven by FINA. Overall, SNZ has a good number and standard of qualified officials. A large contingent was sent to the Oceania Championships and several officials sent to both the World Championships and Olympics. One opportunity for improvement is in the formal measurement of retention and growth of officials. This could be achieved through a structured approach to capturing and measuring feedback. While current numbers are good, if this changes then the mechanisms will already be in place to understand why.

## Administrators

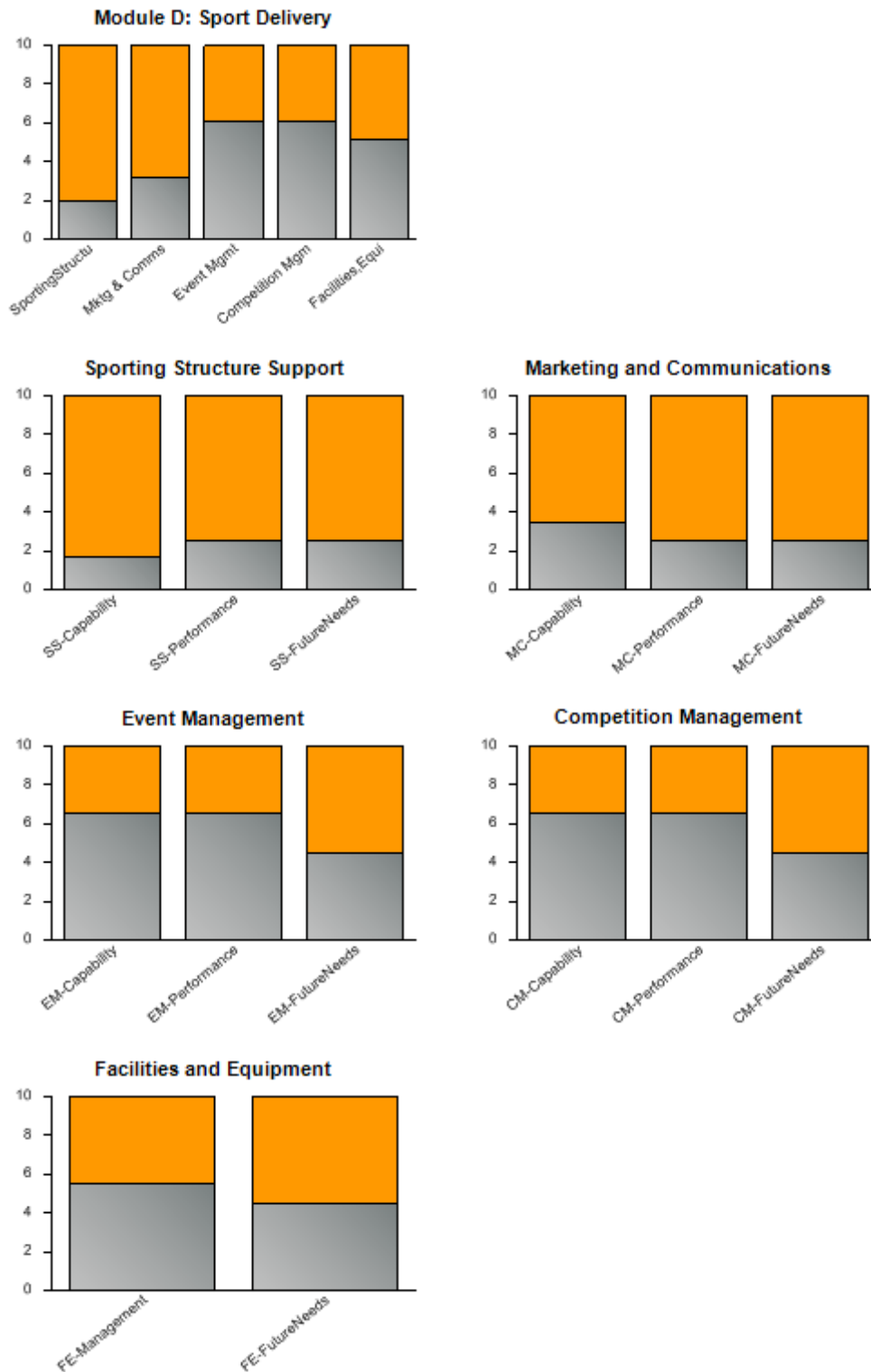
There is currently no formal process for developing and supporting the administrators within the sport. Traditionally there has not been a formal relationship between SNZ and administrators as they have been employed by the regions or clubs. This has left SNZ with no say over how they operate, and no mechanism for measuring their performance or alignment with SNZ strategy. One in three administrators are paid but they are usually supported by volunteer boards and focus their work on event administration. As a result, in many cases they are not future focused or interested in significantly changing how they work.

This is both a challenge and a significant opportunity for SNZ. Adding value to these roles and to some extent refocusing the regional effort is a core task of Project Vanguard.

## Supporters

Spectators are largely parents and families of the swimmers, rather than 'fans of the sport'. Limited spectator capacity and marketing resource means that SNZ doesn't presently prioritise trying to draw a crowd to events. The supporter experience at national champs is variable. There are no guidelines for creating a consistent spectator environment. There has been some innovation around the morning sessions of national champs with primary schools invited along to autograph sessions. The experience is not currently measured through feedback or surveys.

## 12 Module D: Sport Delivery Results



## 13 Module D: Sport Delivery Commentary

The total score for this module was 4.40/10. This puts Swimming NZ into the Developing band (3.0 – 4.9) for Module D: Sport Delivery.

### Sporting Structure Support

The present delivery structure is a weakness. SNZ has limited influence with little formal alignment of constitutions, plans, policies or roles. The process of review through Project Vanguard is intended to address these core issues. The consultation process identified the regional structure as a barrier to SNZ effectively supporting clubs. The current constitutional permits the regions (rather than the membership) to have primary control over the national body. This problem is sport wide and is a genuine impediment to positive change.

### Marketing and Communications

The marketing and communications function is developing with a second person recently added to the team. The marketing and communications plan is being drafted and there is now a dedicated membership services role.

External communications are fragmented with the board, high performance team, chief executive and marketing all addressing different sub-sets of the audience without a common plan to work to. Communications from SNZ therefore lack consistency.

The effectiveness of marketing and communications is not currently measured other than general surveys sent out around Fastlane, the website and the Legends dinner. Future marketing and communications needs will be addressed when the plan is finalised. This plan will also define the business needs that must be met by the new member management database.

### Event Management

Event management is an area of strength for SNZ. National events are run based on a best practice event management document. They are largely driven by competitive needs. A national short course championship was introduced following feedback from the sport but it remains hard to change the existing national events calendar.

SNZ established a dedicated Events Manager role to ensure effective management. Hosting is outsourced to clubs and regions from which they derive a revenue stream. Such events are managed through service level agreements containing agreed performance indicators post-event reviews. Events generally meet these performance standards.

Identifying future event needs is still a developing area. SNZ is working with Secondary Schools Sport to grow schools participation outside the existing club system, and has entered the open water events market initially through the Epic Lake Swim in Taupo.

## Competition Management

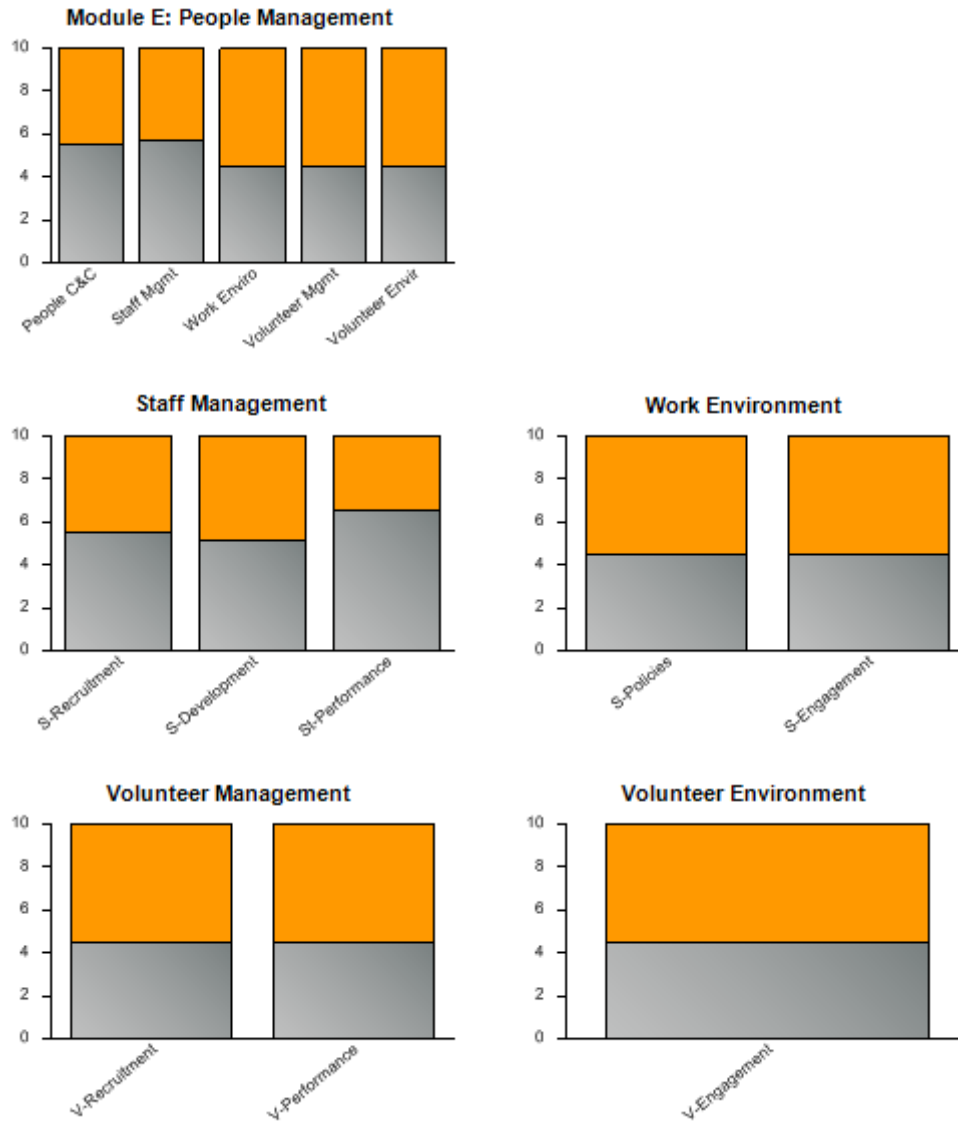
Competition management, as an extension of the event management processes highlighted above, is also strength.

## Facilities and Equipment

Like many sports, SNZ do not own or operate facilities. Therefore SNZ support clubs and regions in lobbying Territorial Authorities (TAs). The chief executive is building direct relationships with Councils. A 'water advocate' role within SNZ is also being discussed. The opportunities and usage of open water facilities is also an emerging area that requires consideration.

A national facilities strategy is currently in final draft. SNZ will need to develop a plan to ensure the plan is used wisely and effectively and all parts of the structure are speaking with a united voice.

## 14 Module E: People Management Results



## 15 Module E: People Management Commentary

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The total score for this module was 5.20/10. This puts Swimming NZ into the Sustainable band (5.0 – 6.9) for Module E: People Management.

### People Capacity and Capability

A recent re-structure has created three teams - Performance & Pathways, Membership Marketing and Communications & Operations - aligned to the five pillars of the strategic plan. The restructure enabled realignment of roles and performance management to ensure that the right people were in the right plans.

Health and Safety for staff is covered in the HR manual and associated policies.

### Staff Management

Job descriptions follow a standard template and are aligned back to the core values and desired behaviours. SNZ considers the recruitment and induction processes to be robust, however neither of these processes are documented. Performance management follows a good annual process with clear links between individual plans and the overall strategic plan. Performance is assessed against values and behavioural requirements and includes self-assessment. This process only happens once per year at present and would benefit from intermediate updates.

Staff development and retention is also handled in an informal way with the workspace and team environment considered as important components. The performance management form includes a development section. There is a separate development budget but no formal process for measuring its efficacy. There is no formal succession planning for any roles. Salary levels are referenced externally and subject to a governance policy.

### Work Environment

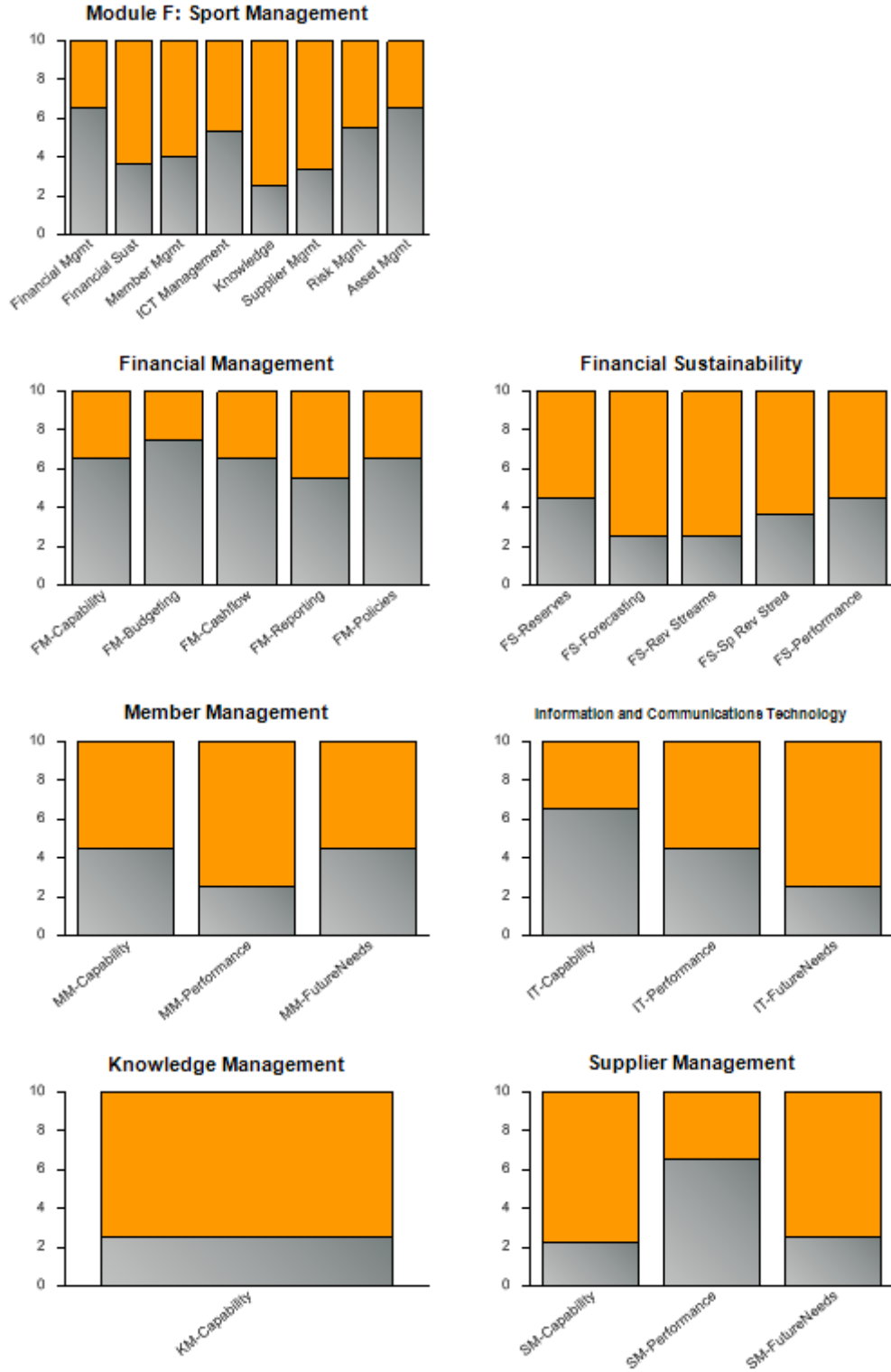
Staff engagement is a developing area with some good but informal practices in place. The team is spread across several centres around New Zealand which makes regular face-to-face gatherings financially prohibitive. The full team does have a conference call every two months and an internal newsletter is distributed to all staff and Board members every two weeks. There are regular social activities in Wellington, an annual team building exercise. A healthwise evaluation scheme has been implemented. The performance and impact of these activities is not formally measured although anecdotal feedback is received.

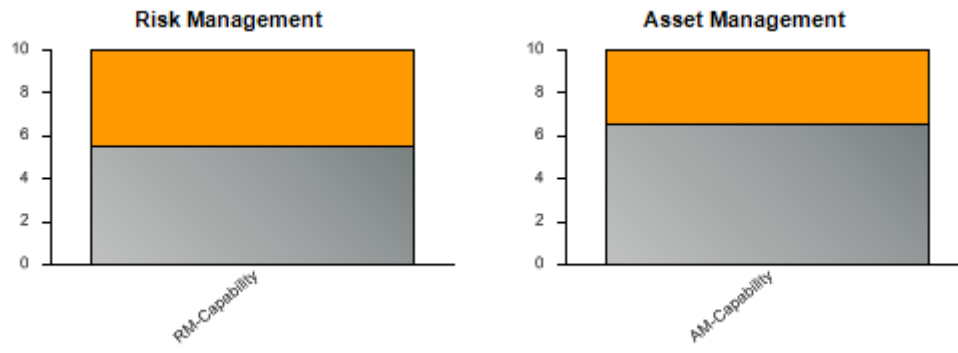
### Volunteer Management

SNZ has developed a process for regularly attracting and supporting interns within both the HP and events management programme. All interns go through the same recruitment and induction process as full-time staff are given position descriptions and

have their performance measured by a line manager. SNZ has little influence or impact on volunteers beyond the SNZ office as they are usually managed through agreements with the event hosting districts. SNZ provides structured service awards, life membership and recognition for both the club of the year and the volunteer of the year. Volunteer contributions are also recognised through events and the newsletters.

## 16 Module F: Sport Management Results





## 17 Module F: Sport Management Commentary

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The total score for this module was 4.58/10. This puts Swimming NZ into the Developing band (3.0 – 4.9) for Module F: Sport Management.

### Financial Management

Financial management is an area of strength with significant financial expertise available on the board and within management. The accountancy function is outsourced.

Budget management is considered high performing with twelve-month forward projections, monthly rolling EOY forecasts reviewed by the A&R committee, monthly budget reviews and clear tracking of tagged income. Cash flow is projected out eighteen months, with variance reported to the general manager and then the A&R committee. Financial policies and reporting are at a good level based on external advice and the annual audit report.

### Financial Sustainability

SNZ's financial sustainability has improved in recent years. The financial reserves target set for 2012 (\$300k) has been achieved two years early and a board policy expects the budget to show a surplus each year. Reserves are insufficient to fund new initiatives. New activity still requires additional income streams. A plan for developing these new revenue sources has not yet been developed although some ideas have been discussed. Some modelling has taken place around levies. At present only a quarter of members contribute and the amount is constrained by the decision being exposed to the annual general meeting process. As clubs collect and pass-on membership levies there is no incentive for them to declare their true membership numbers. There is currently deep resistance to any levy increases from both clubs and regions despite the usual expectations of increased services.

SNZ have recently signed a significant sponsorship agreement with State Insurance, that also includes Surf Lifesaving and the NZ Ocean Swim Series. This sponsorship requires a staff member with responsibility for servicing the sponsorship, who is now in place. This is SNZ's primary sponsorship priority is to ensure stated KPIs are met and the agreement rolls over.

Wider funding relationships are assigned to staff members who meet with funders regularly. Thirteen percent of SNZ revenue currently comes from gaming, which is lower than many other NSOs. There is no plan in place for maximising future revenue streams whether from funding or elsewhere. Present revenue generation is focussed on the learn to swim space.

Overall SNZ has done reasonably well against financial sustainability measures through securing a significant new sponsorship deal and achieving the reserves target ahead of

schedule. The next step is to plan and develop ideas to tap additional revenue streams that can fund the new initiatives within the strategic plan.

## Member Management

The current Zeus member database is being used at the national, regional and club level but it is not providing the desired levels of usability. Therefore SNZ are currently reviewing software options across several providers and consulting the regions and clubs around their needs. Currently there is no membership management plan or policy, and no formal measures in place to monitor its performance. However SNZ does have all its members in the system and SNZ now has a dedicated membership services role.

## Information and Communications Technology Management

Core ICT capability is sustainable as the sports house package provides a building wide outsourced server solution. All IT equipment is leased. The associated policies are provided by Hutt City Council. ICT performance is not formally measured but there have been no major issues under this arrangement. There isn't a formal plan for future ICT needs. A new website provider has been identified as a potential need.

## Knowledge Management

Knowledge management presents a significant opportunity for SNZ to add value across all layers of the sport. Learn to Swim now has a formalised delivery process. There is a template for event management and coaching qualifications/standards are documented. Some clubs share knowledge on a regional basis but it's not widespread or consistent. There is awareness that improving the capture and sharing of knowledge across SNZ and down through the regions and clubs, would be very valuable. If SNZ wants to maintain an influential leadership position across the wider sport of swimming, it needs to become the focal point for capturing, developing and sharing knowledge. A more formalised plan for this is required.

## Supplier Management

Agreements in place to manage current suppliers to SNZ. There are no formal policies in place for supplier management but agreements have measures where required and they are currently being met.

There are opportunities to create sport-wide agreements that the regions and clubs could also benefit from.

## Risk Management

SNZ has an organisational risk management plan that is reported on to the Board and A&R committee each month. The plan is updated based on these discussions. All required insurances are in place. The document includes some contingency planning, but no IT back-up plan beyond what is provided through the Sports House agreement. There is no formal succession plan for the chief executive. Media representation is clearly laid out.

## Asset Management

SNZ doesn't own many assets. Where it does, they are documented on an asset register. This is supported by a board policy on when and how assets should be added. Assets are depreciated where necessary, based on auditor advice.

## 18 SPARC ODT Assessment Recommendations

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Based on a review of the assessment the following key recommendations are provided for Swimming NZ. These are listed by ODT module rather than priority order. These recommendations may be used to create projects or actions that respond to opportunities identified and further develop the capability of Swimming NZ.

### Module A: Leadership

#### 1. DEVELOP A STAKEHOLDER MANAGEMENT PLAN.

Influence and leadership of the sport starts with having a clear plan for managing the diverse stakeholders within a sport. This plan will include allocating primary responsibility for each relationship to Board and staff members, agreeing the purpose and frequency of contacts and defining how success will be measured.

#### 2. DEVELOP A SPORT-WIDE PURPOSE AND VALUES.

Swimming has a strong vision that has yet to become embedded across the regional and club levels of the sport. Developing a common purpose and values, with stakeholders from all levels of the sport, will help set a common direction and provide a foundation for developing strategic and operational alignment.

#### 3. BROADEN THE ASSESSMENT PROCESS FOR THE CE.

As the primary representative of the organisation and a key driver of any change the chief executive would benefit from regular stakeholder feedback. This should be assessed against the goals in the stakeholder plan and his own performance agreement

### Module B: Planning

#### 4. EXPAND THE SCOPE OF THE ANNUAL PLAN.

Business as usual activities take up a significant amount of any NSOs time and resources. By including them in the annual plan, the relative importance and priority of these activities can be clearly established. It will also provide a valuable check on whether these activities still support the strategic goals to which the annual plan is aligned or are merely absorbing resource.

## Module C: Customer Focus

### 5. DEVELOP A DEEPER UNDERSTANDING OF THE WIDER MARKET.

SNZ cannot maintain a sustainable business based on a small number of competitive club-based swimmers. Therefore a strong understanding of the market for recreational swimming is required together with the potential drivers of club membership growth and the products or services it could deliver to non-competitive swimmers.

### 6. IMPLEMENT A MECHANISM FOR REGULAR STAKEHOLDER FEEDBACK.

This is an extension of the recommendations to develop a stakeholder management plan and a marketing and communications plan. It provides valuable feedback for strategic review and individual performance reviews.

## Module D: Sport Delivery

### 7. ALIGN PLANNING THROUGH THE STRUCTURE

For Swimming to successfully deliver on its strategic plan, the objectives and priorities of the regions and clubs need to be aligned. Demonstrating the value in this approach is the key to success within the Vanguard project.

### 8. COMPLETE AND ACTION THE MARKETING AND COMMS PLAN

The marketing plan is currently being drafted. This plan needs to reflect the market understanding and resulting value propositions that Swimming will use to grow membership and demonstrate its impact on wider participation numbers. It will include plans and measures of success for communications with clubs, members and wider participants.

## Module E: People Management

### 9. CREATE AN EMPLOYEE HANDBOOK.

Induction and recruitment processes exist but have not been clearly documented. This recommendation will help with succession planning and internal knowledge management.

## Module F: Sport Management

### 10. FUTURE PROOF THE NEW MEMBER MANAGEMENT SYSTEM

As part of the process to find the new member database, consideration must be given to what the future membership might look like. Defining future business needs now, both in terms of how the members will be captured and

how they will be communicated with, is an important part of scoping an RFP document. Not all functionality needs to be built in stage one but the system must be capable of evolving with any new forms of membership.

#### 11. CREATE A KNOWLEDGE SHARING SYSTEM.

Swimming can add value by sourcing and circulating good practice, bright ideas and useful information in general. The creation of simple tools, templates and resources that the community can use to grow membership, develop new products, develop coaching etc is an essential value add leadership function.

## 19 Action Items

Below you will find your automatically generated Action Items from the SPARC ODT assessment you completed. The information that appears below was entered into Q100 during the assessment process. Your assessor may work with you to update this information in your Q100 assessment or you can update this document directly. If you have a number of potential Action Items identified you may need to review and prioritise these to ensure you focus your time and resources on the most critical.

Module A: Leadership			
No	Item	Pty	Due Date
A2.2-4	<b>stakeholder feedback</b>	0	
	<p><b>Who: Board</b></p> <p>Capturing wider stakeholder feedback into CEO performance reviews</p> <p><b>Question:</b> How does your Board evaluate your Leader?</p>		














Module B: Planning			
No	Item	Pty	Due Date
B1.1-3	<b>Need for more detailed information on wider market</b>	0	
	<p><b>Who:</b></p> <p><b>Question:</b> What information and analyses were considered in the Strategic Plan development process?</p>		
B2.1-3	<b>Linking BaU activities to strategic goals</b>	0	
	<p><b>Who:</b></p> <p><b>Question:</b> How do you make sure your Annual Plan is linked to your Strategic Plan?</p>		
B2.4-1	<b>Consider more formal annual plan progress update</b>	0	
	<p><b>Who:</b></p> <p><b>Question:</b> How do you make sure your Annual Plan is responsive to changes in your operating environment?</p>		

Module E: People Management			
No	Item	Pty	Due Date
E2.1-4	<b>Document induction process</b>	0	


















Module E: People Management			
	<p><b>Who:</b></p> <p>Also Employee handbook</p> <p><b>Question:</b> How do you make sure new staff are effectively inducted into your organisation?</p>		

## 20 Critical Questions

These are the areas of your organisation that are deemed critical. The questions marked with a red colour indicator require priority attention to minimise immediate risk to your business.

No.	Question	Answer	Score
A1.1-1	What is the purpose of your organisation?	Sustainable	
A1.2-3	How is your vision used?	Sustainable	
A1.3-2	What is your competitive advantage?	Developing	
A1.5-2	How do you create a shared commitment amongst your staff and volunteers?	Developing	
A2.1-2	How do you maintain a strong Board?	Sustainable	
A2.1-4	How does your Board make sure it maintains a strategic focus?	Sustainable	
A2.2-2	How does your Board guide the activities undertaken by your Leader and staff/volunteers?	Sustainable	
A2.3-3	How does your Board monitor and evaluate organisational performance?	Developing	
A2.3-7	How does your Board improve its own performance?	Developing	
A3.1-3	How do you encourage open, two-way communication?	Developing	
A3.2-1	How do you foster an effective team environment?	Sustainable	
A3.3-2	How do you improve your performance as a Leader?	Developing	
A4.2-1	How do you make sure your relationships with key stakeholders are effective?	Initiating	
B1.1-5	How do your strategic goals respond to your challenges and opportunities?	Sustainable	
B1.1-9	How do you develop the strategic initiatives and actions necessary to achieve your strategic goals?	Sustainable	
B1.2-1	How do you make sure you have a mandate to implement your Strategic Plan?	Sustainable	

No.	Question	Answer	Score
<b>B1.3-2</b>	How effectively have you performed against your Strategic Plan measures?	Sustainable	
<b>B2.1-5</b>	How does your Annual Plan effectively guide achievement of operational activities?	Developing	
<b>B2.3-2</b>	How effectively have you performed against your Annual Plan measures?	Sustainable	
<b>C1.1-1</b>	How do you make sure everyone in the organisation operates with a customer focus?	Developing	
<b>C2.1.2-1</b>	How do you make sure your sport has suitable pathways for Participants?	Developing	
<b>C2.1.2-2</b>	How do you make sure pathways for Participants are effectively managed?	Developing	
<b>C2.1.4-2</b>	How effectively have you performed against your Participation measures?	Initiating	
<b>C2.2.2-1</b>	How do you make sure your sport has suitable pathways for Performance Athletes?	Developing	
<b>C2.2.2-2</b>	How do you make sure pathways for Performance Athletes are effectively managed?	Developing	
<b>C2.2.3-2</b>	How effectively have you performed against your Performance Athlete measures?	Developing	
<b>C3.2-1</b>	How do you make sure your sport has suitable pathways for Coaches?	Developing	
<b>C3.2-2</b>	How do you make sure your Coaching pathways are effectively managed?	Developing	
<b>C3.4-2</b>	How effectively have you performed against your Coaching measures?	Initiating	
<b>C4.2-1</b>	How do you make sure your sport has suitable pathways for Officials?	Sustainable	
<b>C4.2-2</b>	How do you make sure your pathways for Officials are effectively managed?	Sustainable	
<b>C4.4-2</b>	How effectively have you performed against your Officiating measures?	Developing	
<b>C5.2-1</b>	How do you make sure your sport has suitable development opportunities for Administrators?	Initiating	
<b>C6.2-1</b>	How do you make sure your sport provides positive experiences and interaction with Supporters?	Developing	

No.	Question	Answer	Score
D1.1-1	How do you make sure your sport has the necessary Sporting Structure?	Initiating	
D1.1-2	How do you effectively support your Sporting Structure to deliver your sport?	Initiating	
D2.1-3	How do you effectively manage overall communications with your external stakeholders?	Initiating	
D2.1-4	How do you make sure your marketing and brands are effectively managed?	Initiating	
D3.1-1	How do you make sure your sport has a suitable mix of events?	Sustainable	
D3.1-2	How do you make sure events are managed effectively?	Sustainable	
D4.1-1	How do you make sure your sport has a suitable mix of competitions?	Sustainable	
D4.1-2	How do you make sure competitions are managed effectively?	Sustainable	
D5.1-1	How do you make sure your sport has appropriate access to facilities?	Developing	
D5.1-2	How do you make sure your sport has appropriate access to equipment?	Sustainable	
E0-1	How do you make sure that your organisational structure is effective?	Sustainable	
E0-2	How do you make sure you have the right people in the right places within this organisational structure to achieve your plans?	Developing	
E0-3	How does your organisation manage staff and volunteers to make sure they behave legally and ethically?	Sustainable	
E0-4	How do you make sure your working environment is healthy and safe and complies with all regulatory requirements?	Developing	
E3.2-2	How do you make sure your staff are engaged and motivated?	Developing	
E6.2-2	How do make sure your volunteers are engaged and motivated?	Developing	
F1.2-2	How do you make sure your budget is managed effectively?	Sustainable	

No.	Question	Answer	Score
F1.3-1	How do you make sure your cash flow is managed effectively?	Sustainable	
F1.4-2	How do you make sure your financial processes comply with legal requirements?	Sustainable	
F2.1-1	How do you make sure that your organisation has sufficient financial reserves?	Developing	
F2.3-1	How do you understand and manage your revenue streams?	Initiating	
F2.5-2	How effectively have you performed against measures of financial sustainability?	Developing	
F3.1-1	How do you manage your current membership effectively?	Developing	
F4.1-1	How do you make sure your organisation has effective ICT capability?	Sustainable	
F4.1-2	How do you make sure your ICT is managed effectively?	Sustainable	
F5.1-2	How do you manage your organisational knowledge effectively?	Initiating	
F6.1-1	How do you make sure your current suppliers are effectively managed?	Developing	
F7.1-1	How do you make sure you manage your strategic risks effectively?	Sustainable	
F8.1-1	How do you make sure your assets are managed effectively?	Sustainable	