



# Swimming New Zealand

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**'A Blue Print for the future'**

## **REVITALISATION REPORT**

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# THE TERMS OF REFERENCE

## Objectives of the Review

The objective of the review is to assist Swimming New Zealand examine and creatively challenge themselves to arrive at a collectively owned vision for the sport and a framework ensuring their successful operation and growth to 2008 and beyond.

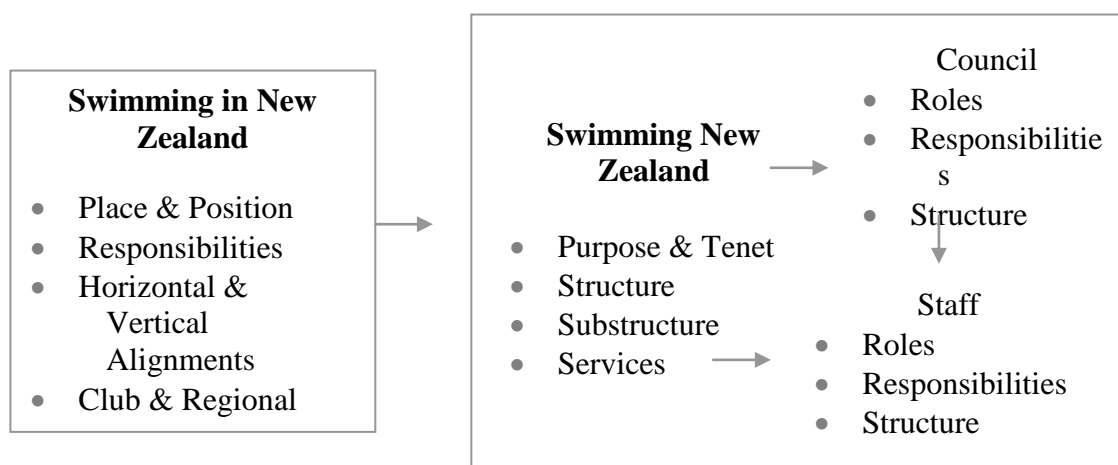
It is expected that the review will involve all aspects of the Swimming New Zealand’s ‘business’ including the Council, the national sporting organisation, regional associations and other stakeholders.

Through the review it is expected also that areas of best practice and areas for possible enhancement will be identified to support the implementation and successful achievement of current and future strategies, in essence providing a “Blueprint” for the future of swimming in New Zealand.

## Review methodology

The primary focus of the review will be the consideration and re-evaluation of the purpose and tenet of Swimming New Zealand as a national sporting organisation, its structure and sub-structure including committee and staffing arrangements, and products and services.

A secondary role of the review is that it will provide a framework upon which the primary focus will be based. This secondary role will consider swimming in New Zealand as a national sport, review opportunities for the sport, and review horizontal and vertical relationships with partners and core stakeholders.



## Review Content

The review team will:

- Work with Swimming New Zealand and SPARC’s business consulting team;
- Consult with Swimming New Zealand Council, staff and members, as well as others identified within the swimming community, and core stakeholders and partners;
- Consider safety and international aspects of swimming which may have an impact on the sport in New Zealand; and,
- Be conducted transparently and openly

## **Expected Outcomes**

- A report to be presented by the review team to Swimming New Zealand addressing the areas of the primary and secondary foci listed above and including, but not limited to recommendations for Swimming New Zealand to better achieve its core role in the future

## **Steps to follow the Review**

- Upon completion of the review Swimming New Zealand will consider the recommendations and implications of their implementation
- Swimming New Zealand will agree a long-term (4-year) commitment towards achieving the accepted recommendations and targeted outcomes aligned with investment and resource support

# METHODOLOGY

## CONSULTATION

- **Stakeholder Interviews**
  - SNZ Council
  - SNZ Management – Executive Director
  - SNZ Management – Director of Coaching
  - SNZ Education staff
  - SCAT
  - Professional Coaches
  - Former Council Members
  - Water Polo
  - Synchronised Swimming NZ
  - Diving New Zealand
  - Masters Swimming
  - SNZ Regions
    - Northland
    - Auckland
    - Counties
    - Hawkes Bay
    - Taranaki
    - Wairarapa
    - Manawatu
    - Wellington
    - Otago
  - SNZ Affiliated Clubs
    - Port Chalmers
    - Masterton
    - Northshore
    - Wharenui
    - Hamilton
  - WSNZ
  - NZOC
  - SPARC
- **International Reviews**
  - FINA
  - USA Swimming
  - Australian Swimming
  - Swimming Canada

## DOCUMENTS REVIEWED

- SNZ Council minutes - various
- SNZ strategic plans and policy documents – various
- SNZ Constitution
- SNZ Annual Reports
- SNZ SPARC presentations
- SNZ Trust Applications
- National Facility Strategy
- Swimming Sport Initiatives – Clive Power
- SNZ Council – discussion papers – various
- Aquatics New Zealand – history, background, discussion papers – various
- Swimming Australia - Annual Report 2002-2003

- Sue Edwards – various – refer also Aquatics New Zealand papers
- Swimming Canada – various

## OTHER CONSIDERATIONS

- Max Group has been working with Council to document a new consensus Vision for the organisation
- The process was conducted in parallel with, and considers the interim report and progress as appropriate of, the:
  - a) Capability Assessment Tool
  - b) Governance Review
  - c) High Performance Assessment Tool

# EXECUTIVE SUMMARY

## Summary View

This report charts a number of strategic actions that need to be taken by Swimming New Zealand.

As it stands, the organisation has a number of significant issues to confront.

In some order of priority, notwithstanding that they are largely interdependent tasks, they include:

- Agreeing, clarifying the Vision and purpose for the sport and organisation;
- To provide an effective delineation between the roles of governance and management, and establish clear accountabilities and reporting lines;
- Establish effective planning, goal setting and reporting systems;
- Enhance its relationship with the sport (e.g. with the regions, clubs, venues, investors);
- Reaffirm its relationships with the sports key stakeholders (e.g. SPARC, wet sport NSOs, SCAT, sponsors); and,
- Seek to reform the overall structure of the sport (e.g. to better manage the size of the management and development task).

Many of these issues are fundamental in determining a strategic direction that can be delivered and sustained with many having to be addressed over the longer term.

To which, it is recommended that a phased and consultative approach be adopted to deal with key issues detailed within this paper.

## The Now

Swimming New Zealand is an organisation with both issues and opportunities across a number of key areas.

The sport is operating without a clear vision.

SNZ is offering minimal leadership and strategic direction for the sport.

The governance of the sport is not performing at its optimum potential; roles and responsibilities overlap with management. This issue does appear to limit the effectiveness of the organisation.

Goal setting, planning and reporting against defined measures can improve.

Swimming New Zealand's relationships with many of the organisations key stakeholders are not at a level for them to be mutually productive.

There are also pockets of success and significant opportunity within the sport.

There are opportunities to improve the performance of the organisation. There are local initiatives and programs that could be replicated nationally.

There are opportunities to enhance the revenue base for the sport and organisation from funders through clearer planning and reporting structures, from the existing membership and stakeholders and through increasing the value of the SNZ asset, through sponsors.

## Swimming New Zealand – Executive Summary

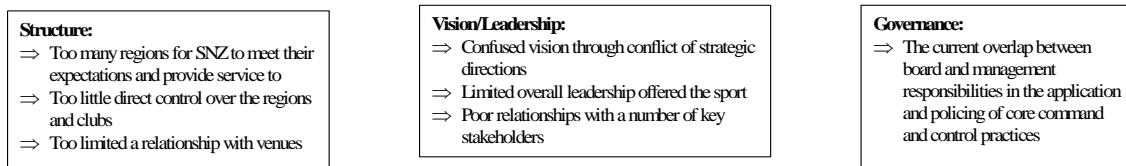
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There are opportunities to work more closely with venues/facilities and other agencies (such as learn to swim operators) to create revenue streams and develop relationships with the recreational and casual swimmers.

However, to achieve this and replicate some of the success on a national basis the organisation must have a clear and cohesive vision, provide clear leadership and open communication, create an environment of unity and re-establish its structure and alignment. This is seen by many of the groups consulted to be a fundamental requirement regardless of the tenet or purpose of the organisation.

The following chart illustrates the core issues, their symptoms and summarises the core recommendations made in the report

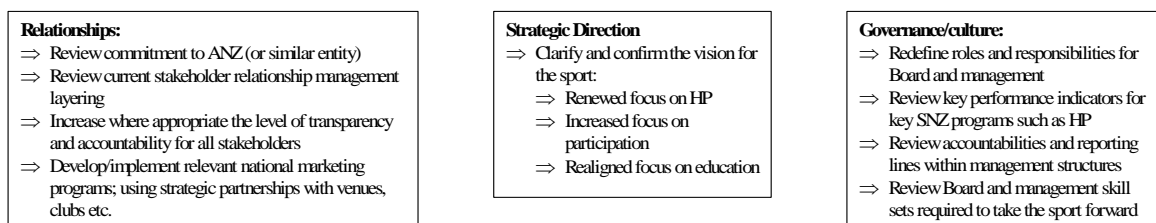
### CORE ISSUES



### IMPACTING



### KEY RECOMMENDATIONS



## The Future

This report reflects a number of key strategic initiatives across a range of existing and proposed SNZ programs that we believe are required to take the sport and organisation forward to 2008.

In our view, the future depends on creating and selling the vision, adopting best practice at the governance and management level of the sport, uniting and empowering the whole of the sport, building the plan forward together and maximising relationships.

The blue print includes the following strategic actions:

### Strategic Direction

- Clearly articulate a shared vision for the sport; and,
- Change the focus of the organisation from Performance and Education to that of Performance and Participation (where education has a significant role)

This may be seen as a subtle change however we believe it will provide the organisation with a clear direction that will allow it to support the sport at all levels.

It provides a trigger to realign the organisation and its culture, to work more closely with centres, clubs, and key stakeholders to generate and engage new participants in the sport whilst feeding and modifying the development and performance pathways.

From a financial sustainability perspective, growing the participation base is seen as imperative to maximising the opportunities that exist within the sport.

### **Governance**

- Clearly define the role of Council to ensure that Council set and establish strategy and policy for the direction and management of the organisation – and provide leadership to the sport;
- Re-establish the Council as a ‘Board’ to mark a change in the organisation;
- Eliminate the current confusion between governance and management responsibilities;
- Ensure that the Board improves the information flow from both internal and external stakeholders;
- Ensure a balance of requisite skill sets is available to the Board; and,
- Review the constitution to ensure that the structure and member terms can support the vision and growth of the sport

### **Structure**

- Improve the level of support and relationships with the regions, clubs and coaches – investigate and assess the consolidation of regions or increased resources to service the existing structure; and,
- Review the Constitution to ensure the ability exists to put in place and manage an appropriate structure to govern and manage the sport

### **Management**

- Clearly define and separate governance and management responsibilities;
- Clearly separate the management and Board role and create a new role of Chief Executive to replace the current role of Executive Director;
- Council to clearly define the responsibilities, performance indicators, reporting requirements and expectations of the Chief Executive role; and,
- Formally define and publish the reporting lines of the proposed Chief Executive role to the Board

### **Operations**

- Resolve the FINA membership issue;
- SNZ look to establish a model where it retains the FINA membership and forms a committee with the other aquatic disciplines that can act as a policy body for FINA and related inter-discipline issues; and,

### **Performance**

- Clearly define the focus, role and responsibilities in the Performance area: specifically including tasks such as high performance program planning, reporting; coaching, high performance coaching;
- Review the role of the Director of Coaching and the position's relationship with the above, and at all levels of the sport;
- SNZ to publish and report against an annual strategic Performance plan with specific performance indicators;
- SNZ and stakeholders to confirm objectives and agree key performance indicators;
- Determine if the Performance program is nationally driven only or a driver of a program with and into the sport;
- Create and appoint a Performance panel to support the program, Director of Coaching and HP Advisory Group;
- Draft a coaching development plan;
- The plan to incorporate an annual accreditation model for coaches to enable SNZ to monitor and lift the overall standard of coaching (at all levels); and,
- The plan also to require the active engagement of venues and clubs to work with the Performance program

### **Marketing**

- Determine the member value proposition offered at all levels of the sport;
- SNZ to develop a national membership program that includes partnerships with venues and clubs that can enfranchise the recreational swimmer;
- SNZ to develop and provide a Club template/partnership/franchise structure on categories such as finance, administration, planning, marketing, media, member acquisition/community marketing;
- Review the opportunities offered by a skins/trans Tasman model as an opportunity to engage sponsors and media;
- SNZ to review the opportunity for an annual charity/celebrity/handicap event, with a view to achieve as above;
- SNZ to increase the marketing resources and skill sets available to the organisation, Board and management, and the sport; and,
- SNZ to construct and conduct a qualitative research program on the current SNZ logo with the constituents of the sport

### **Commercial**

- SNZ to identify, scope and develop as appropriate joint venture business opportunities using core components of the sport – clubs, venues e.g. insurance, advertising/signage;
- SNZ to improve the relationship with, and benefits offered to its stakeholders and investors, with a view to retain existing funding, secure additional funding to be able to finance future initiatives;
- Investigate further sponsorship opportunities that may be available; and,
- Build the SNZ brand to add value to the IP (logo) and sponsors

As indicated previously the organisation has a number of key challenges.

It is recommended that to achieve the many opportunities open to the sport that some key recommendations should be immediately accepted and actioned as a first step:

Those actions specifically include:

- Finalising the Vision for the sport
- Clearly delineate governance and management roles, responsibilities and issues; and within that process clearly define the new role and responsibilities of both the Board and Chief Executive
- Adopt best practice at governance and management level