

SWIMMING NEW ZEALAND REVIEW - TERMS OF REFERENCE

Background

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

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

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

- Chris Moller (Chair)
- Teresa Stanley (Chair Swimming Auckland)
- Simon Perry (Chair Swimming Waikato)
- Wayne Rollinson (President Swimming Canterbury)
- Gary Hurring (former athlete)
- Peter Fitzsimmons (Independent)
- Ian Hunt (Independent)
- Susan Paterson (Independent)

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

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

The Steering Committee will oversee the management of the review.

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

Purpose of review

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

- Clarity of organisational purpose
- A functional good practice pathway that embraces all swimmers (including coaches, officials etc)
- Identification of an appropriate role in the provision of learn to swim services

- Contribution to the growth of swimming as a recreation and sport
- Position SNZ as a lead organisation for a sport that people choose to be associated with.

Scope of the review

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

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

Methodology

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

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

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

Where appropriate, best practice principles and practices will be used as points of reference in defining why particular means of delivery are preferred. Gap analysis will

focus on comparing “what is” (the current arrangements for the delivery of the sport) with “what ought to be” (how the sport should be delivered).

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

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

Terms of reference

The final report from the Review will:

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

Review time-frame

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

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

Principles

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

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