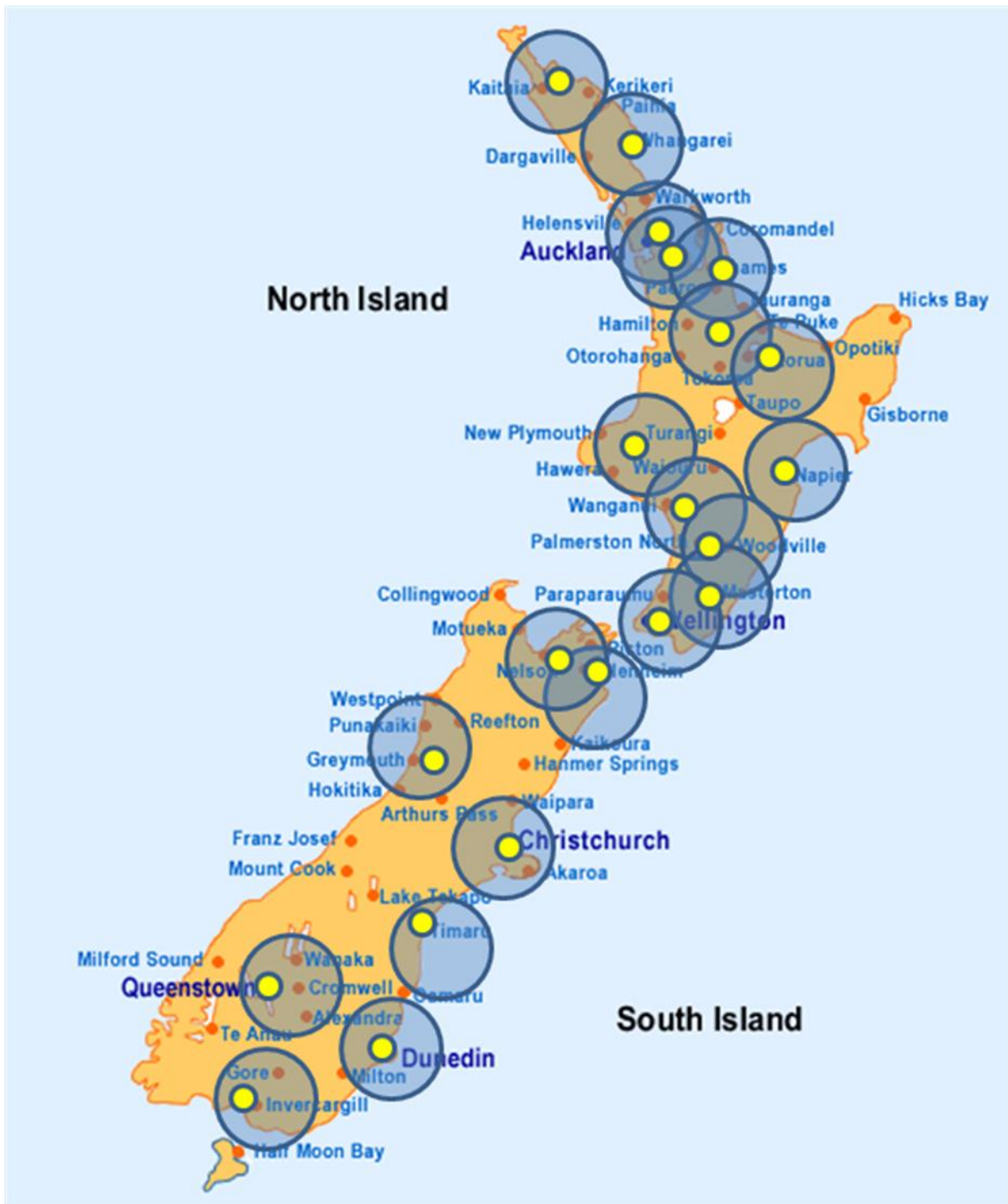


Project Vanguard

Grassroots Capability Review



Phase 1 report to clubs

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consistency communication cooperation

Executive Summary

Project Vanguard was tasked to “review the current regional structure and make recommendations to the board as to how this could be optimised”. To achieve this, the project conducted a grassroots capability review – looking into the heart of swimming, listening to the concerns of the people at the clubface, identifying the areas of strength and weakness and how New Zealand Swimming as a whole could change to be more effective .

This process identified a large number of issues that if resolved or mitigated would improve the delivery of swimming services. It also identified major themes for the project – **consistency, communication, cooperation**. All 3 of these attributes are currently features of the NZ Swimming scene that are missing or inadequate. For New Zealand Swimming to succeed in this new decade, these themes need to be fully embraced by the whole organisation – members, clubs, regions and the national office.

Within each of the themes of consistency, communication and cooperation a number of focus areas emerged :

- pool space
- local government
- fees, costs and funding
- organisational structure and responsibilities
- system, processes, templates, toolkits
- coaching
- learn to swim
- events, meets, competitions
- marketing and communications

In relation to these focus areas the following key recommendations have been made –

- modernise the current organisational structure
- upgrade the SNZ Zeus database system with a system that meets the expectations of SNZ, the clubs and regions
- review current fees structure
- collect, collate, publish and maintain swimming related information centrally
- improve the development of club coaches
- clearly define SNZ's role in relation to Learn to Swim
- increase swimming's public profile
- investigate the feasibility of appointing a water advisor within SNZ

This list of recommendations is not yet fully prioritised although modernising the organisational structure and replacing the Zeus database are fundamental to achieving beneficial change and are prerequisites for a number of the other major initiatives.

This report provides a view of swimming's current state and provides options and direction to take the sport forward. From the meetings throughout the country there appears to be strong club recognition that continuing to do the same things the same way will not be sufficient to sustain the sport over the next 5 years. There appears to be an appetite at this time to instigate change – change supported by clear benefits that will make life easier for clubs to deliver services to their swimmers. Strategic alignment is essential, and the key recommendations have been cross referenced to the initiatives in the SNZ strategic plan and a high degree of correlation is evident.

consistency communication cooperation

Precis of Key Findings and Recommendations

Background

Based on a unanimous mandate from the floor of the 2008 Swimming New Zealand AGM, Project Vanguard was initiated with the purpose of “reviewing the current regional structure and making recommendations to the board as to how this could be optimised”.

During the early phase of this project, an external view of sport governance provided by Stephen Neal who has lead several organisational change projects for SPARC, identified the following considerations –

- Crisis of purpose and leadership
 - Although NZ has changed perspectives, attitudes of the 1960s are still strong, particularly in sport
 - sport is in many cases “ungovernable” in any practical sense – trapped within its traditions, structures and parochial attitudes
- Consequences for sport
 - inconsistent delivery at a local level is common
 - major revenue has been captured by private entrepreneurs
 - dependency on the taxpayer and gaming trusts exists
 - there is limited capability to support and grow grassroots
- The goal of change
 - to create sustainable change – i.e. an organisation able to adjust more readily to its changing environment on an on-going basis
 - **change is not just about structure although structure is an important enabler**

From the initial planning, the project was branded and promoted as a grassroots capability review – looking into the heart of swimming, listening to the concerns of the people at the clubface, identifying the areas of strength and weakness, and through that, providing recommendations for improvements to the entire organisation and operation from members through to clubs, regions and the staff at the national office – building a more solid and sustainable foundation for growth and development of swimming in this new decade.

The current lack of consistency, communication and cooperation across the clubs and regions of NZ Swimming severely inhibits the ability of swimming to realise its potential in New Zealand. These attributes are the key themes that underpin the recommendations in this report – achieving each is necessary for significant improvement to occur -

Consistency	Historically each club and region has been largely autonomous – often working how they “always have done”. Significant overall operational benefits will be realised if a more consistent approach is adopted – defining and working towards a best practice model. With consistency comes the potential to provide cost-effective national support structures and closer working relationships between clubs.
Communication	There’s a huge amount of knowledge and information across the swimming community – what one club is trying to find out how to do will already been done by another. Creating repositories of easily accessible information combined with greater dialogue between clubs, and between the national office and clubs, will ease the pressure on committees – and will engender a heightened “our sport” view.
Cooperation	Most clubs and regions are short on resources to do all the things that they need to do resulting in many people wearing multiple hats and attracting new committee talent is a challenge. Neighbouring clubs working more closely together or even merging would see a sharing of responsibilities that could in turn free up resources to be focussed on other activities.

Key recommendations

The body of this report details the approach to and findings from the first phase of Project Vanguard. Many issues were identified and these have been categorised into major focus areas. From that, a number of potential initiatives have been identified and that in turn has lead to the key recommendations below.

Issue focus areas (which are tightly coupled to the findings of the on-line survey) are –

Focus area	Issues
Organisational structure and responsibilities	Current structures deliver significant variability of outcomes between clubs and between regions and result in reduced opportunities for cooperation. They are also inefficient from a financial and a resourcing perspective and are not consistent with the structures adopted by many other high performing sports organisations in New Zealand.
Pool space	Suitable pool space, both availability of and access to, is a significant issue for many clubs throughout the country.
Local government	Councils are hugely influential in determining overall water availability, water allocation and costs for swimming – all of these aspects are major issues for a large number of clubs in every region. By themselves, clubs generally struggle to influence councils to adequately resource for competitive swimming.
Fees, costs and funding	Increasing available funding through multiple sources combined with a better

	understanding and use of existing funds
System, processes, templates, toolkits	The current non-integrated systems, compromise data integrity, cause significant duplicate effort and significantly reduce the ability to establish consistency and cooperation. The lack of centralised, available processes and templates results in continual “reinvention of the wheel” by club committees – and often not very good wheels.
Coaching	Coach training and support for new coaches together with mentoring and development for intermediate and senior ones are seen as inadequate to meet the clubs requirements.
Learn to Swim	There is confusion and concern about SNZ’s and clubs’ role in the future of Learn to Swim. Recognition of the changed nature of Learn to Swim and improved communication between clubs and commercial LTS operators needs to occur.
Events, meets, competitions	Events are not changing to meets the demands and expectations of swimmers and their parents.
Marketing and communications	Swimming’s profile is low and needs to be enhanced to attract more swimmers and more sponsorship.

To provide the necessary platform from which New Zealand Swimming can begin the transition into an organisation that exhibits consistency, co-operation and great communication, at this stage there appears to be one essential, strategic change which needs to be supported by a number of capability improvements

Strategic Change

1. Modernise the current organisational structure

SNZ’s current structure and mode of operation throughout NZ is outdated and inefficient leading to a lack of consistency, a lack of communication and a lack of cooperation – all adversely affecting the organisation’s ability to maximise service delivery from the resources available. The Vanguard consultation identified that there is a strong mandate for change. The current organisational structure is a fundamental factor behind a number of the identified issues. An improved organisational structure together with better defined roles and responsibilities would provide a stronger foundation for growth and development of swimming. Critical mass is essential for organisational and financial reasons. Currently there are huge variations in the professionalism and capability between the larger and the smaller regions and clubs and consequently equally huge variations in their service delivery ability.

Capability Improvements

1. Update the SNZ Zeus database with a better solution

The negative legacy of the Zeus system needs to be removed as soon as possible. Integrated, effective systems are essential to enable growth and development of swimming in NZ. This will be the foundation for consistency, communication and cooperation across the

organisation – and is necessary to support some of the other initiatives. Ideally the new system should be in place for the 2010/11 renewals.

2. Review current fees structure

Member, club and regional fees need to be reviewed to provide greater flexibility and equity. Fees are essential to provide money to run swimming but that needs to be balanced with attracting more members. Consideration should be given to creating a recreational member category to tap into the 1.1 million non-member swimmers – this has significant potential to gain revenue for clubs and SNZ if suitable, age-group focused, value statements can be created. Constitutional change may be required and a SGM should be convened to enable the new fees model to be in place for the 2010/11 year.

3. Collect, collate, publish and maintain swimming related information

Consistency and knowledge sharing can only be driven from the heart of the organisation. There is a huge amount of duplication and sub-optimal effort being expended by clubs (and to a lesser degree by regions) finding out how to do things that are basically common to all clubs. SNZ needs to create a web-based repository of information that can be used by clubs as a step along the path to best practice. It would include items such as – document templates, constitutions, position descriptions, charity information, funding applications, pool management information, registration forms, communications, gaining and maintaining sponsorship etc.

4. Improve the development of club coaches

(SNZ Performance and Pathways strategy has recently overseen the adoption of the Australian coaching accreditation system into NZ). Accelerate the introduction of the Australian coaching system – especially communicate the game plan with the clubs so they're aware of what to expect and when. The biggest current perceived gap is the lack of support, mentoring and development for intermediate and senior coaches.

5. Clearly define SNZ's role in relation to Learn to Swim

The LTS area is highly emotive for many clubs – they've lost the revenue, are critical of the quality being delivered and are struggling to work cooperatively with the LTS schools to enable smooth transition of swimmers into clubs. The world has changed and it's time to move on. Many new LTS players are clearly doing a great job.

SNZ needs to clearly articulate its role in LTS and provide guidance to clubs as to how to work with their local LTS operators to get the best outcomes for swimming. In addition, SNZ needs to decide whether it wants/needs to advocate for positioning itself to be the organisation for the mandatory QA/audit of LTS schools and instructors. This is a revenue opportunity.

6. Increase swimming's public profile

SNZ needs to improve its communications strategies – this includes better structure and content on the website together with email notification when changes occur.

The public profile needs to be enhanced through greater national visibility of the elite team

and heightened media presence. SNZ can help clubs and regions with advice on how to maximise their local presence.

7. Investigate the feasibility of appointing a water advisor within SNZ

Swimming at all levels is constrained by the lack of availability of suitable water. This role would be responsible for defining national water goals, articulating and advocating those goals, and working with central and local government and SNZ stakeholders to devise strategies and tactics to achieve those goals.

High level effort/impact assessments

All initiatives require some level of investment. At this stage, detailed planning and project costing for each initiative has not been completed but a ballpark assessment have been provided to the board to enable decisions around prioritisation and progress to the next stage.

There are obvious dependencies between some of the recommendations - final prioritisation and approval will need to be determined by the board.

Decisions on funding initiatives need to be made in the context of the fact that a large percentage of SNZ's revenue is tagged for specific purposes and cannot be diverted into other activity. Seeking new funding for Vanguard projects, reprioritisation of current expenditure and using some of SNZ's limited reserves are the options available. All possible avenues should be explored to attract additional funding to assist with the costs of these initiatives.

Even if adequate funding is available, prioritisation and concurrent activity need to be carefully managed to ensure the organisation can accommodate the rate of change. Success will be measured by completion not commencement of each activity.

To be successful and to mitigate a level of scepticism that exists around the country, the project will have to achieve some worthwhile quick wins and will then need to progressively deliver recognisable benefits across the organisation – especially at the club level. Benefits come in many guises – time, money, quality, opportunity, services etc. but they will all contribute either directly or indirectly to the measurable growth of swimming.

It is important to recognise that the majority of the meetings clearly supported the idea of organisation and operational change – acknowledging that it is necessary to provide sustainability. The organisation has an opportunity to reinvent itself - to be positioned to far better support swimming in this and the next decade.

Alignment to SNZ's Strategic Initiatives

There is clear alignment between the recommendations and SNZ's strategic plan.

	Competitive success	Teaching standards	Deliver valued services	Maximise our profile	Resource our organisation
Replace Zeus			✓	✓	✓
Modernise organisation			✓	✓	✓
Water advisor	✓		✓	✓	
Review fees			✓		✓
Information			✓	✓	✓
Coach development	✓		✓		
Learn to Swim	✓	✓	✓	✓	
Marketing & communications	✓	✓	✓	✓	✓

consistency communication cooperation

Detailed Report

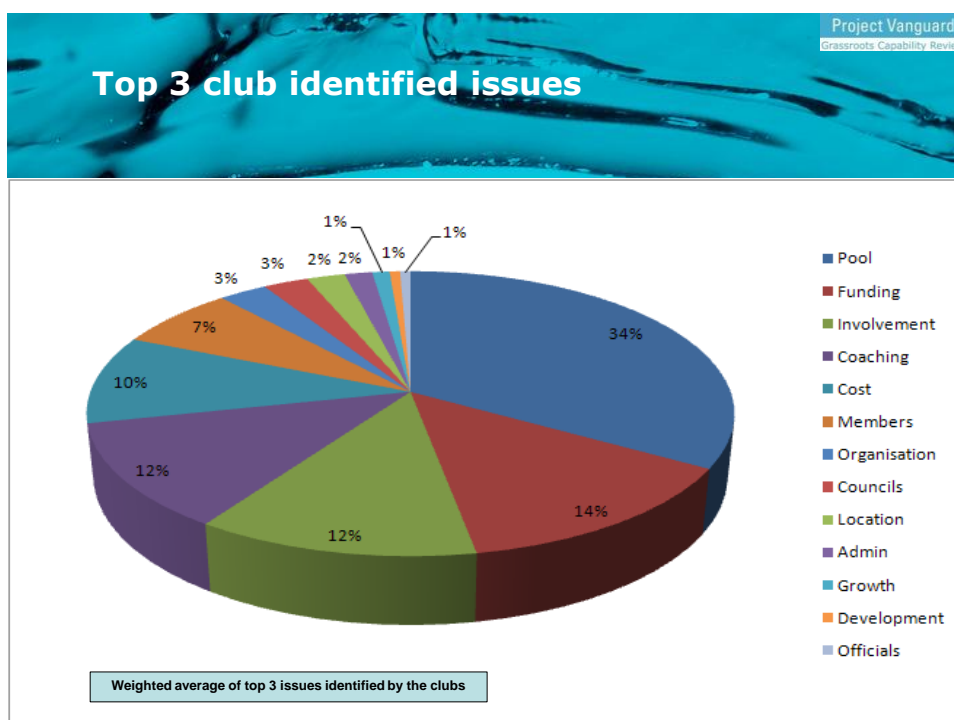
Project Approach

Invercargill to Kaitaia, 23 meetings, 227 attendees from 96 clubs representing 60% of members

The Project Vanguard road trip was successful - travelling the country and engaging directly with the clubs was absolutely the right approach – holding meetings in main centres and the more remote parts of the country ensured that everyone was given the opportunity to participate in the consultation process and sharing their opinions if they wanted to. All but one region contributed and provided valuable input.

At all meetings it was emphasised that this process was focussed on the grassroots of swimming with no direct implication to the elite – although it was acknowledged that the health and growth of grassroots will result in growth at the top of the pyramid. This approach was welcomed – in fact probably considered overdue.

The size, tenor and journey that the meetings took varied from town to town but the issues, concerns, requirements and solutions generated were remarkably consistent – the differences being mainly about prioritisation.



This analysis of the issues from the on-line survey together with the equivalent regional views formed the basis for discussion. Whilst attendees often used the early part of the meeting as an opportunity to vent their frustrations, this was generally short lived and the conversation quickly turned to solutions and ideas to improve upon the current situation.

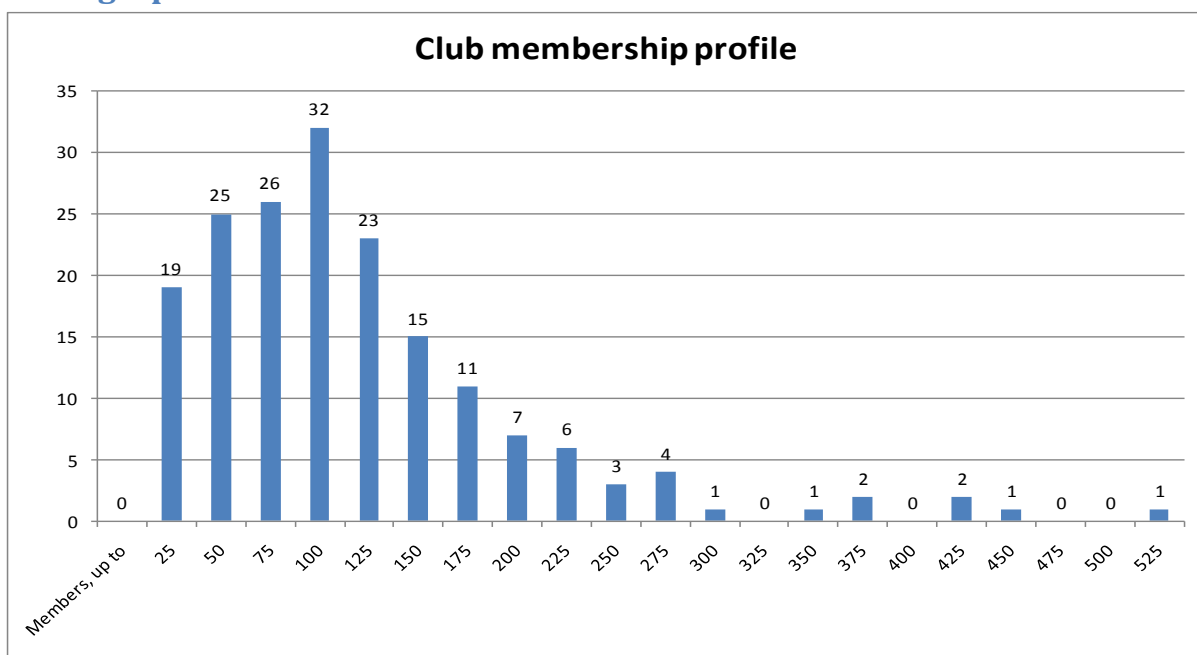
A huge number of points were raised across the meetings. Whilst many were clearly local or unique issues, a pattern of consistent items emerged. The details in the next section represent summaries of points raised at a number of meetings and generally have national applicability.

The meetings were generally realistic about what could be done – recognising that there was no bucket of money waiting to be spent but agreeing that if SNZ could do things that helped save them backroom time and they were open to change, then they could apply their scarce resources to poolside activity.

Overall, the sentiment of the meetings provided strong encouragement that this project should quantify the benefits of amalgamation and establish a model to support it. Examples in Rotorua, Wellington and North Shore clearly demonstrate benefits (eg - improved working relationships with pool owners/operators, larger pool of committee members and volunteers, reduced duplication, better use of funds) – there are equally clear examples where competition between clubs in the same town is negatively affecting their ability to deliver swimming services (eg - unable to even work together and with the council to optimise usage of the pool). As an absolute minimum, increased cooperation between geographically close clubs needs to occur. In many cases amalgamation would be the more efficient option.

At the regional level, similar arguments apply. Smaller regions recognise they do not have the critical mass to provide the support to their clubs that they would like to – and the money available to regions is often used to duplicate activities being undertaken by clubs. These funds could be used more efficiently within the clubs or for regional or national swimming initiatives.

Demographic information

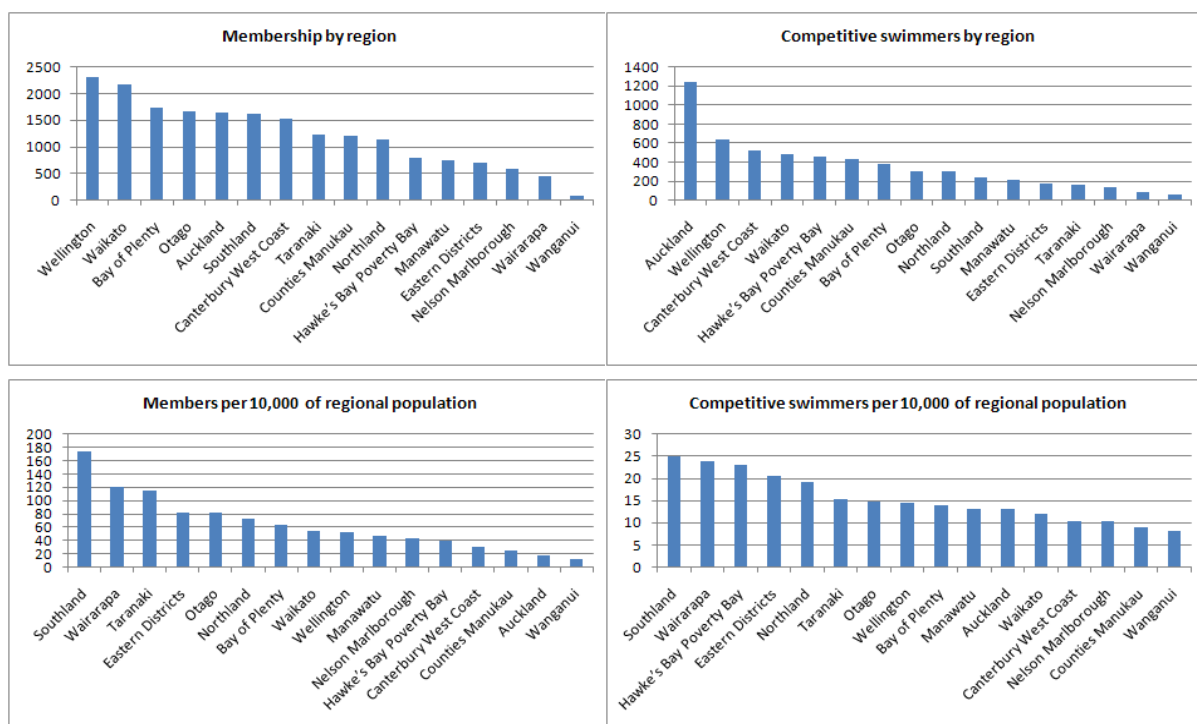


The graph above shows the current club membership profile. The first bar shows there are 19 clubs with 1 to 25 members, the second shows 25 clubs with 26 to 50 etc.

Average club size is 110 members but the median is only 91 – and the average number of competitive members is only 32.5.

42 clubs, 23% of all clubs, are below the 50 member threshold for forming a club as defined in the SNZ constitution!!

Membership statistics based on SNZ annual report and Statistics NZ population data from 2009



Detailed findings and recommendations

The findings and recommendations have been categorised under the following headings which are closely aligned to the issues identified in the on-line survey –

- [pools](#)
- [local government](#)
- [financials – fees, costs, funding](#)
- [organisational structure and responsibilities](#)
- [systems, processes, templates, toolkits etc](#)
- [coaching](#)
- [learn to swim](#)
- [events, meets and competitions](#)
- [marketing and communications](#)

Pools

Issue	Actions and recommendations
Pool space	SNZ needs to be actively involved in all initiatives that

<p>Suitable pool space, both availability of and access to, is the largest single issue faced by clubs throughout the country – more than twice as big as the next largest issue.</p> <p>Without addressing the water issue, all other efforts to market and develop the sport will be adversely impacted – in fact most clubs could not currently accommodate increased membership.</p>	<p>are attempting to address this issue - national strategy, supported by regional implementation and lobbying.</p> <p>Specifically –</p> <ul style="list-style-type: none"> • seek urgent completion of the SPARC initiated water audit and the creation of a gap analysis against current and latent demand • create a model that identifies future water needs and build locations based on population projections and international water requirements data • engage with central and local government to develop an over-arching national water strategy and agree protocols for working towards it – present the strategy at appropriate forums • create a set of pool design criteria for councils that will support swimming activity • develop strategies and financial models to arrest and reverse the trend of school pool closures – including retrofitting activities to extend the useability of outdoor pools • work with the national bodies of other water sports to encourage cooperation at national and club level in submissions for development and use of water • lobbying for a new “Olympic” pool will be dependent on proceeding with the Commonwealth Games bid – location in south Auckland would be most beneficial to regions
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Local Government

Issue	Actions and recommendations
<p>Water availability</p> <p>Councils are hugely influential in determining overall water availability, water allocation and costs for swimming – all of these aspects are major issues for a large number of clubs in every region. By themselves, clubs generally struggle to influence councils to adequately resource for competitive swimming.</p>	<ul style="list-style-type: none"> • SNZ needs to construct policies to share with councils that define the environments required for swimming at both Learn to Swim and competitive/club levels – this should include information around pool design and water usage configuration. • As owners/operators of the majority of available water, councils need to be made aware of their obligations with respect to government expectations for swimming abilities of NZ children – use the WSNZ 200m survivability benchmark . • SNZ , WSNZ and SPARC should jointly present to an appropriate local government forum highlighting the population’s deteriorating swim capabilities and the increasing financial barriers to access. • SNZ needs to encourage clubs and their regional

	<p>association to work together jointly in their approach to councils – a united voice is more likely to be successful. As an extension to this, more cooperation between all water sports that have pool requirements will reduce conflict and make it harder for councils to divide and conquer.</p> <ul style="list-style-type: none"> work with other aquatic sport national organisations to define economic operational models that could be used to assist/encourage council investment in more pool space
<p>Outsourced pool management</p> <p>Many councils have contracted out pool management to third parties such as CLM without apparently explicitly confirming what the third party's obligations are to the social obligation of swim education.</p>	<p>SNZ to engage with councils and third parties to get agreement on meeting obligations and to set up a forum to work with CLM and others to help achieve SNZ's and WSNZ's swimming's goals.</p> <p>Interestingly, Wellington City Council has made Kilbirnie pool club lane swimming only from 4-6pm on weekdays and starting to get its pool management team to take on management of some school pool facilities to provide additional community water. SNZ should get WCC to advocate this alternative approach to other councils.</p>
<p>Council run LTS</p> <p>Council run LTS classes have largely removed this avenue for revenue and new members from clubs. The issue is now how to get children to step across from LTS into a swimming club environment.</p>	<p>Whilst clubs need to clearly demonstrate a reason why swimmers should join them, SNZ could work with councils to try to agree protocols on where the dividing line is between LTS and clubs – leading to cooperation between the two and smooth transitions for swimmers.</p>
<p>Lobbying</p> <p>Political influence needs to be maintained or increased for swimming to achieve its desired outcomes with councils.</p>	<p>The Auckland supercity presents challenges to swimming and other sports – without a unified voice and high level contact the sport will be marginalised. SNZ and the regional associations need to ensure they represent swimming in the best light.</p> <p>Political engagement with other councils is equally important to help achieve goals. Future rationalisation of local authorities if Auckland is successful (maybe even if it isn't) may make the process easier than it is today.</p>
<p>Pool design</p> <p>Pool designs are not always suitable for or even considerate of competitive swimming.</p>	<p>SNZ to engage with pool consultants to have input into pool design to at least make new pools competitive swim capable.</p>

Financials - fees, costs, funding etc

Issue	Actions and recommendations
Affiliation fees	Conduct a full review of the current affiliation fees

<p>Current fee structures are seen as a barrier to getting new competitive swimmers on board. They are also a blunt instrument in dealing with clubs of differing sizes and mixes.</p>	<p>structure looking at –</p> <ul style="list-style-type: none"> • differentiation between all year and summer clubs • between competitive and non-competitive swimmers • first year, part year, young competitive swimmers • club fees for small clubs the same as large clubs • regional fees the same for small regions as for large regions • new membership type for casual swimmers with a small contribution to SNZ • addition of non-swimming benefits to membership
<p>Use of affiliation fees</p> <p>Clubs do not fully understand what happens to the fees they pay to SNZ – if they don't understand then they can't explain the value to members and parents.</p>	<p>Improve the transparency/presentation of SNZ financials so that clubs and regions have a better understanding of what happens to the money they submit as affiliation fees – articulate the value that SNZ provides back to the clubs.</p>
<p>National meet fees</p> <p>Concerns about the level of national meet fees</p>	<p>SNZ should provide details of the items that are required to hold a national meet – which in turn determines the level of fees</p>
<p>LTS costs are a barrier</p> <p>Council domination of the LTS market has seen cost become a barrier to accessing swimming tuition for an increasing number of children. There is a consistent view that overall ability amongst children is now less than it was 5 years ago.</p>	<p>SNZ, WSNZ, MoEd and SPARC need to work together to ensure that councils are aware of and operate in a way that meets the government's expectations for children's swim ability.</p>
<p>Improving the access to charitable trust money</p> <p>Charitable trust timeframe rules preclude clubs getting the best travel and accommodation deals to attend swim meets.</p>	<p>SNZ to work with charitable trusts to try to enable earlier approval of travel and accommodation funding to get better deals or to allow money to be used for already booked flights when/if it comes through.</p>
<p>Charitable trust info</p> <p>There is no single repository of information about charitable trusts and other funding opportunities accessible to clubs.</p>	<p>If free access to Fundview cannot be achieved then SNZ could add details of charitable trusts and other potential funding agencies to its website for access by clubs – including what they'll cover, links, applications, examples of good (successful) applications etc</p>
<p>Increasing financial support</p> <p>Costs for developing potential top</p>	<p>SNZ to investigate options to assist clubs/regions to</p>

swimmers are higher if they are based in the more remote regions than in the metropolitan ones.	<p>support their best swimmers, eg –</p> <ul style="list-style-type: none"> • encouraging the establishment of swimming scholarships – particularly at secondary schools and tertiary education providers • provide advice to clubs on how to attract and retain sponsorship
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Organisational structure and responsibilities

Issue	Actions and recommendations
<p>Achieving critical mass</p> <p>Smaller regions and clubs suffer from a lack of critical mass to be able to provide the best environment for members.</p>	<p>The meetings generally supported some merging of clubs and regions.</p> <p>At a club level there are clear examples of the benefits of merging in places such as Wellington and Rotorua – where multiple clubs in the same town are using the same pool. For much of NZ the situation is one town one club – merging would be difficult – increased cooperation such as sharing back-office functions, working on initiatives that benefit more than one club, sharing coaches and just communicating more could all have a positive impact.</p> <p>At a regional level there are clear drivers for a modified, rationalised regional structure. A region as small as Wanganui is not sustainable. Smaller regions need to have the strength of being part of a larger grouping to enable them to develop further.</p> <p>SNZ should do the following –</p> <ul style="list-style-type: none"> • create a straw-man model of a new structure based around a smaller number of regions • clearly articulate the roles and responsibilities that would reside at each level in the new structure – ability to fund regional administrators and a move to a more professional approach to management such as Auckland has established • include the role of “regional development manager” – a full time funded position responsible for supporting all the clubs in their region and working closely with SNZ to promote all aspects of swimming, growing overall membership etc • define the benefits that will accrue to clubs and swimming nationally from this approach – shared people and physical resources • create a benefits model for club amalgamation based on evidence from Wellington, Rotorua and North Shore– improved dealings with councils

	<p>through unified voice</p> <ul style="list-style-type: none"> • create a cooperation model to get clubs working together more closely as a first step towards merging or as an on-going mode of operation for geographically separate clubs – use West Coast as an example – improved use of volunteer resources
<p>Defining the organisation’s roles and responsibilities</p> <p>SNZ’s overarching strategy plus organisational roles and responsibilities not clearly understood at club committee level</p>	<p>Despite the information available, there is insufficient understanding at the grassroots level about a number of aspects of SNZ’s operation. SNZ needs to communicate more/better in the following areas –</p> <ul style="list-style-type: none"> • strategic and tactical approach to the 3 key distinct areas of Learn to Swim, competitive and club swimming, elite swimming • understanding and confirmation of who should be doing what at national, regional and club level to avoid duplication and gaps • clarity around the roles and responsibilities of the SNZ team • the organisation needs to recognise the different requirements of primarily LTS/social clubs compared to competitive ones
<p>Increasing competition opportunities</p> <p>Lack of competition within some regions</p>	<p>The Waikato, Taranaki, Bay of Plenty 3 region initiative has generated additional opportunities for competition for swimmers in these regions. Still in its early stages and not yet occurring at all levels.</p> <p>SNZ needs to recognise and accommodate multi-region meets as important events in the calendar – especially if more formal regional consolidation does not occur.</p>
<p>Club/region alignment</p> <p>Some clubs believe that they are not well supported by their region – having a stronger affinity with or more opportunity for competition through a neighbouring region</p>	<p>As part of any rationalisation of regions, clubs need to be consulted with before boundaries are drawn.</p> <p>In addition, when the roles and responsibilities of a region are confirmed, the question of non-contiguous catchment areas should at least be raised.</p>
<p>Broadening the SNZ community</p> <p>There are a large number of pools, “clubs”, swim schools and swimmers that have no formal connection to SNZ resulting in a loss of potential income and political muscle.</p>	<ul style="list-style-type: none"> • SNZ should assemble information about this wider community • develop offerings, services and value statements that would encourage wider membership of SNZ • explore a closer relationship with NZ Masters Swimming

Systems, processes, templates, toolkits etc

Issue	Actions and recommendations
<p>Fixing the database</p> <p>The issues with the current SNZ database have caused a significant loss of goodwill with clubs. An improved, integrated system is required urgently – especially before the 2010 membership renewals. Little or no progress will occur in getting non-competitive members on the database in the current situation.</p>	<p>Review options, decide and implement an enhanced or new system with urgency. Key attributes and activities will need to include –</p> <ul style="list-style-type: none"> • no duplicate entry of data – ideally no duplicate data at all • improved member self-service – membership renewal, event entry, member detail update • improved communication ability • improved reporting ability • involvement of club and regional people during selection and implementation phases • automated transfer of existing data • financial modelling to enable clubs to understand any impact • adequate central support
<p>Developing consistency</p> <p>Clubs are all doing the same basic things but they are doing them differently, they are often having to find out information for themselves without necessarily having the right background. SNZ could provide significant assistance to make it more efficient to run a club. And with more consistency between clubs there could be more cooperation – again potentially freeing up more volunteer time for swimming.</p>	<p>By creating standard processes, templates etc SNZ will help reduce the backroom effort needed by club committees – enabling a greater focus on the swimmers and pool-centric activity and increased consistency – and making it easier to potentially provide support. Examples are –</p> <ul style="list-style-type: none"> • constitutions • strategic plan for regions and clubs • roles and responsibilities of committee members – including governance, management and operations guidelines • registration and other forms • establish a group insurance scheme that clubs can make use of • best practice examples of charitable trust applications plus examples of themes and phrases that need to be included • a knowledge basket (FAQ) of things that clubs need to find out how to do – eg – <ul style="list-style-type: none"> ○ how do we become an incorporated society ○ where do we find out about solar heating, covers, domes etc ○ how do we shorten a 33.3 yard pool to be

	<p>25m plus a small LTS pool</p> <ul style="list-style-type: none"> ○ benefits for and set up of tools like Skype ○ strategies on how to attract and retain sponsorships
<p>Shared calendar of events</p> <p>Calendar of events is challenging – especially in the crowded summer months.</p>	<p>SNZ needs to take the lead and commit to getting national events (including development camps) scheduled early so that regions and then clubs can add their events afterwards. A single, national, web-based calendar should be the objective.</p>
<p>Improving the website</p> <p>SNZ website is not well structured or as intuitive as it could be</p>	<p>Consult with users and review other key swimming websites (Australia , UK etc) to create an improved structure. Ideally it will be tightly coupled with the enhanced database.</p>
<p>Standard financial systems</p> <p>Club financial systems are often insufficiently consistent, accessible, transferable or secure to adequately support clubs. This was recognised by clubs.</p>	<p>Establishing common financial systems through a web-based service like Xero or Club Treasurer would address all these issues and by adopting a standard chart of accounts SNZ could negotiate a bulk audit fee with an accounting firm to reduce the average cost to clubs. A financial model needs to be created that can then be used to identify club willingness to proceed.</p>

Coaching

Issue	Actions and recommendations
<p>Coach development</p> <p>Coach development is seen as inadequate on multiple levels –</p> <ul style="list-style-type: none"> • there is a lack of visibility (or understanding) of pathways • there is inadequate support for first time coaches from the perspective of templates, guides and technique videos • long waits for feedback and documentation • as coaches progress there are insufficient senior coaches, development camps and mentoring to get consistent progression 	<p>The 2010 introduction of the Swimming Australia coaching system should provide the framework to significantly improve the overall delivery of coach training and on-going development.</p> <p>However, this needs to be complemented by the availability of more senior, but not elite, coaches to be mentors to the intermediate ones.</p> <p>In addition, a new system will need an enhanced programme of development camps to get it up and running quickly – establish a calendar of events with a 12 month rolling view. Bias towards additional training in early spring prior to the normal peak demand.</p> <p>Potentially, SNZ could schedule development days on the day after a national meet - it could be easier to keep the coaches there rather than bringing them back together.</p> <p>Facilitate more regular regional coaching meetings with out-of-region participants.</p>

<p>Coaching course costs</p> <p>Costs for coaching courses are a barrier to new entrants – especially year 12 and 13 students</p>	<p>Many clubs, especially in the more provincial regions are heavily dependent on older college students to provide coaching. These often cycle out after only 2 years and have to be replaced. SNZ needs to look at ways to make coaching training more affordable to this demographic.</p>
<p>Trend towards paid coaches</p> <p>Lack of volunteer coaches and a trend towards needing to move to paid coaches</p>	<p>SNZ could assist by having standard job descriptions, roles and responsibilities, recruitment processes, rates etc.</p> <p>Encourage clubs (or the region) to work cooperatively to maximise the use of paid coaches. Also, look to other opportunities such as creating a coaching team and coaches working in schools during the day.</p>
<p>Quality of coaching</p> <p>Lack of certainty that coaching is being done by suitably qualified and appropriate people</p>	<p>SNZ to work with clubs to ensure that all coaches have suitable qualifications and that periodic assessment and confirmation of their skills occurs.</p> <p>Maybe that membership of NZSCAT is compulsory to provide that level of consistency.</p> <p>Establishment of a minimum code of conduct and vetting process (through SNZ or NZSCAT) to demonstrate swimming's concern for ensuring the safety of children.</p> <p>Establishment of a coach database.</p>
<p>Development of officials</p> <p>Attraction and development of officials is an issue in many regions</p>	<p>Whilst primarily a club/region issue, SNZ could assist by</p> <ul style="list-style-type: none"> • developing/publishing standard, plain English role descriptions for officials • ensuring that expectations and training are nationally consistent • coordinating training on a national basis – incumbents don't always make good trainers • look to deformalise standards to reduce the number of officials needed • creating a mechanism to capture the number of volunteer hours to enable reporting back to the community on the unpaid contribution being made • ensure officials achieving national and international status receive the appropriate recognition • reducing the financial barriers to officials attending SNZ national meets

Learn to Swim

Issue	Actions and recommendations
<p>Quality of learn to swim</p> <p>Significant concern from clubs that many Learn to Swim schools are not developing the required skills in children – either for life or for entry into a club swim programme. Throughout the country the view was expressed that the ability of children today is measurably less than it was 5 to 10 years ago.</p> <p>Note – in the Netherlands, children cannot use public pools without floaters unless they can prove they have successfully completed LTS training.</p>	<p>Some or all of these may be dealt with through the prospective major commercial sponsorship initiative -</p> <ul style="list-style-type: none"> • SNZ to work with government to put in place a national recognised and promoted accreditation programme (compulsory??) for swim schools • SNZ to work with government to put in place a swim teacher registration programme to promote child safety – would include a code of conduct and vetting (unnecessary if someone has already received a clearance through another organisation) • SNZ to become the auditor/QA body for swim schools providing regular safety and standards certification for schools and their swim teachers. This would involve a review of the previously established “Quality Swim Schools” initiative combined with a requirement for regular audit/re-certification. • SNZ to work with SPARC to address the barriers (availability and cost) to LTS • increase LTS delivery ability within schools – this would need to begin at teacher training colleges, ideally with swim teaching being a core skill in primary school teacher training. • improved parental awareness on what constitutes “able to swim” in various circumstances • increase communication between clubs and LTS schools to better understand each other’s views and develop pathways from LTS into clubs
<p>Clubs unable to run LTS</p> <p>In many cases, clubs are unable to run Learn to Swim classes in council owned pools – losing both revenue opportunities and a natural development path into club life.</p>	<p>Clubs need to be responsible for developing the promotional, value and excitement statements which will attract new swimmers into club squads. They also need to build the relationships with the LTS schools so they can work together to migrate swimmers smoothly across. However, SNZ could assist with –</p> <ul style="list-style-type: none"> • agreeing general protocols with councils as to where LTS ends and clubs begin • establishing a repository of promotional material templates that clubs could use
<p>SNZ LTS courses</p> <p>SNZ LTS swim teacher training needs to continue to be improved</p>	<p>May be dealt with through the adoption of the Swimming Australia coaching system</p> <ul style="list-style-type: none"> • the current course balance between theoretical and

	<p>practical is considered incorrect and overall there is insufficient depth</p> <ul style="list-style-type: none"> • collect and collate detailed concerns • review current system against international best practice • amend or develop as required
<p>LTS giveback to swimming</p> <p>Lack of LTS schools financial contribution to swimming in general</p>	<p>LTS is probably the most lucrative area of swimming yet little or no money comes from the commercial operators back into SNZ.</p> <ul style="list-style-type: none"> • could be addressed through an accreditation, registration, audit process but costs will undoubtedly be passed back in fees – further increasing potential barriers to participation

Events, meets and competitions

Issue	Actions and recommendations
<p>Keeping members</p> <p>Membership retention and growth needs to be stimulated by doing new things and making competition more accessible</p>	<p>Clubs and regions are most able to achieve this but SNZ can assist by –</p> <ul style="list-style-type: none"> • arranging more different events such as the Epic swim • arranging more meets and development camps for 2nd tier swimmers • hosting national competitions in places other than Wellington and Christchurch • permitting one race of 100m per club level meet for non-competitive swimmers • allowing/encouraging regional relay teams • shorter events at more convenient times to keep swimmers (and parents) excited • running events with less officials
<p>Junior National Championships</p> <p>The value and intent of junior nationals were questioned by many regions</p>	<p>SNZ should review their purpose and structure. Specific concerns to confirm would be –</p> <ul style="list-style-type: none"> • they don't work for the South Island – should only be 2 locations • do national juniors even make sense – should it be a regional or “super-regional” event? • are under 12 records and early morning training for under 12s burning out children in their early teens (and thereby reducing the potential pool of older

	swimmers)?
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Marketing and communications

Issue	Actions and recommendations
<p>Public profile of swimming</p> <p>Swimming has a low profile which makes it harder to attract participants and funding</p>	<p>Work to increase media coverage nationally and provide tools to assist clubs to work with media locally.</p> <ul style="list-style-type: none"> • ensure more grassroots info in media releases - generally any coverage is only about the elite team • tie in with holiday programmes to stimulate interest • more emphasis of swimming as a foundation skill for other sports • SNZ develop a strategy for clubs to enhance their media presence – including SNZ logo graphics • make SNZ merchandise more accessible
<p>Capitalise on the elite team</p> <p>Low visibility of the elite team in the regions</p>	<p>The elite team are excellent ambassadors for the sport both internally and externally – generating memories for the children long after the meet.</p> <ul style="list-style-type: none"> • SNZ to agree to an availability schedule for elite swimmers to attend meets in the regions – and confirm that the elite team have an obligation to meet those commitments – maybe - <ul style="list-style-type: none"> ○ every elite swimmer commits to attending at least 2 regional meets a year ○ each region gets at least one elite swimmer visit a year ○ regions cover costs of travel and accommodation if necessary ○ elite swimmers to “compete” in at least one fun event at the meet ○ SNZ provide merchandise signed by elite swimmers at cost to clubs as prizes ○ SNZ provide advice to clubs/regions on how to best engage the media when elite swimmers are in their area
<p>Improved communications</p> <p>Communication between SNZ and the clubs and members needs to improve. Communication needs to include the “why” as well as the “what”.</p>	<p>Make it as easy as possible for clubs to get and find information from SNZ –</p> <ul style="list-style-type: none"> • develop a communications strategy to guide activity • add roles and responsibilities and photos for all SNZ team members to the website

	<ul style="list-style-type: none"> • people aren't always going to the website so if there are changes that clubs need to know about then send an email with topics and links • all club members, committees, volunteers, coaches and other stakeholders need to be on the database so communication gets out to everyone it should do • change Fastlane to have a front page of headings and intro sentences that then link to the full item in the body of the document • fix up situations that are generating multiple emails on the same topics
<p>Consistent terminology Inconsistent terminology and terminology that is inadequate for external use</p>	<ul style="list-style-type: none"> • reconcile and agree the use (or not) of the terms championship, competition, event and meet • ensure that major events have appropriately important sounding names – “Springs” is an example of one that doesn't – to help gain media coverage

consistency communication cooperation

Next steps

Following the board meeting, the project has a mandate to -

- begin work designing a new organisational structure for NZ Swimming and determining how that would be implemented
- implement an upgraded database which will remove the current duplication of data and provide a system which enables a high degree of member self-service for registrations and event entry – significantly reducing the amount of administrative effort that will be needed from club committee members
- prioritise and identify resources, funding and timeframes for the rest of the major recommendations in this report
- identify and implement some of the low cost initiatives in the report
- reconnect with the clubs through a second series of meetings throughout the country to present and discuss the initiatives
- on-going, regular communication will be through the website and email
- if necessary, convening a Special General Meeting of SNZ to endorse and confirm changes