

NZIHA

Governance Review Report

“ To Build The Game”



Author: Paul Cameron, 30 January 2012

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1.0 Executive Summary

The New Zealand Inline Hockey Association was incorporated in 1995 and is affiliated to national [Skate NZ] and international bodies [International Ice Hockey Federation [IIHA] /Federation Internationale du Roller Sports [FIRS] governing the sport. The association provides national and inter regional competition on an annual basis and competes internationally. The sport of inline is a very exciting sport loved by many families within the inline community.

At the meeting of members in October 2012 it was agreed to set up an independent review to examine the structure and governance of Inline Hockey in New Zealand to ascertain whether improvements could be made. The period December 9 to January 20 was set for stage one of the project [effectively 5 business weeks] so any initial recommendations could be considered for the April 2013 Annual General Meeting and implemented for the 2013-14 year.

I have listened to a wide range of views on the current strengths and weaknesses of the governance model and the way it operates, and on the wider issues of the game.

I would like to place on record my thanks to over 70 internal stakeholders who contributed to this review in a candid and constructive manner. There was much acknowledgement of the contributions of the existing Executive and recognition everyone involved are volunteers. The sport is fortunate to have such committed and passionate people involved.

It was apparent from the consultation process that there are issues in terms of trust and patch protection in some areas. There is confusion about where decisions are made and by whom. There is a perception that the governing body is not open, members have a lack of understanding as to the value provided by NZIHA, and that the governance arrangements were unworkable and there needed to be an investment in the sport in order to be sustainable.

During the process the following key issues were identified:-

- There's no / little visibility of the value NZIHA adds for its members
- There is no clear expectation of what the NZIHA does
- There is no leadership or assistance coming from NZIHA on how to attract and retain players
- There is an imbalance with the NZIHA between financial sustainability of the sport vs. investment in growing the sport
- There is a perceived inactivity by the NZIHA on ideas given / promoted to it
- There is no accountability or consequences in the current governance of the NZIHA
- There is no succession planning for key roles in the NZIHA

In order to 'To Build the Game' the following governance recommendations have been made:-

- Future Structure – The Executive Board for 2013-2014 should be appointed through an Independent Appointments Committee moving from an elected ‘club based’ Executive with members providing a range of skills ‘To Build The Game’.
- Board Composition – A seven person Executive Board including two independent members led by a Chair and Deputy with the Executive Officer reporting to the Board - having no voting rights.
- Strategic Plan –A new Strategic Plan is required as soon as possible to guide the sport forward with Annual Plans coordinated in a timely manner linked to the Strategic Plan. Both plans require regular monitoring against realistic KPIs.
- Financial Matters – More robust Financial Planning is required including three yearly and annual budgeting. A clear strategy is required for funding held with consideration made to invest ‘To Build The Game’.
- External Stakeholders –The Executive needs to develop its relationships with outside entities to assist the growth and positioning of the sport. Too much working in isolation hinders opportunities in a very competitive and changing environment.
- Communications – Communications both internally and externally require planned, well adhered to strategies. Current internal communication lines are blurred creating frustration and unease within the passionate Inline Hockey family. With improved governance and operating structure the sport will be better placed for attracting increased funding support.

Whilst this report is first and foremost a Governance Review, it has also been quite clear from the consultation process that the new Board needs to consider in detail the direction, vision and strategy for the sport and this work should quickly follow.

In ‘Building The Game’ with the volunteer structure a careful allocation of role/duties is required not overloading personnel making sure there is a balance covering strategic and operational work.

The future is not without challenges, but this independent review provides a unique opportunity for all stakeholders to embrace and propel the sport into the future for the players. The sport will prosper when it is visibly unified and everyone with the same goals operating in the same direction meeting the needs of the Inline community.

Good luck moving forward.

TEAM – *Together Everyone Achieves More*

Paul Cameron
Independent Reviewer &
Chair Governance Working Group

1.1 Introduction

On the 3rd of October 2012, NZIHA held a Special General Meeting [SGM] and Club Forum, at the meeting members agreed to set up an independent review to examine the structure and governance of Inline Hockey in New Zealand.

It was agreed by members that: -

- An independent chairperson with both sport and governance expertise would be sought to lead the process; and
- Each region would identify two delegates to form a governance review committee to bring views to the table and to support the independent chairperson.

1.2 Scope

Following the mandate from the SGM/Forum, NZIHA appointed Paul Cameron into the role of Independent Advisor and Chairperson of the Governance Review Committee early December 2012.

The scope of this review was to assess the governance structure and delivery of Inline hockey in New Zealand within the overall context of the sport taking into account:

- Governance factors such as constitutional arrangements, board structures, policies, practices and behaviours.
- Organisational structure and strategic management policies and practices such as planning, resource managements, stakeholder engagement, performance reporting and monitoring.

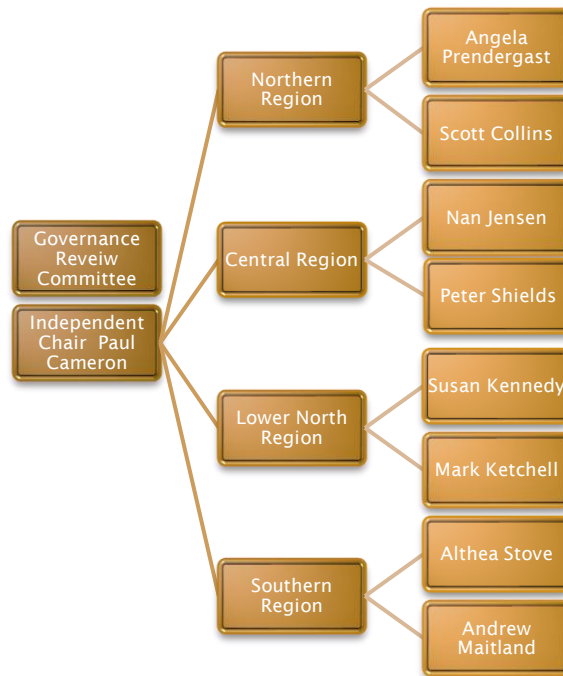
It was agreed that: -

- The independent chairperson would lead the process and Chair the Governance Review committee.
- The sport would benefit greatly from independent consultation.
- The consultation process would work regionally and involve both face-to-face meetings, and telephone interviews with as wide a cross section of the community as possible in the timeframe given the constraints of the holiday season.
- The outcome of the consultation process required early in the New Year would result in a high level summarized report identifying recommendations on structure and governance highlighting the best way forward for the organization.
- It was understood that second and subsequent phases of the project would be required and NZIHA would need to seek funding support for the purpose of implementing the high-level report recommendations.

1.3 Task

- To review the governance structure and delivery of the sport.
- To be the independent chair of the working group with the following delegates: -

1.4 Working Group



1.5 Methodology

I have appreciated the opportunity to meet with the Inline Hockey community and I am thankful to the many individuals who took the time to provide their thoughts and opinions during the review process. Their insights have been invaluable and have enabled me to achieve a better understanding of the opportunities for improvement available to the sport of Inline Hockey.

I would also like to thank the NZIHA Executive Committee for their foresight to commence a governance review and for their unconditional support in responding to the many questions and requests for information, and for providing insight into the operations of the sport of Inline. Without their cooperation it would have been much more difficult to fulfill the mandate in the timeframe. During the consultation process people were most grateful of the work of NZIHA Executive in particular Rob Henry & Krys

Beardman. There was much acknowledgement from within the sport of the copious amount of work that Krys Beardman undertakes for the organisation.

One needs to keep remembering volunteers have been and will continue to be the backbone of the sport.

I have consulted widely with members of NZ Inline Hockey across the country including visits to New Plymouth, Auckland and Hamilton. Discussing NZIHA's current state with volunteer administrators, officials and players. During the process I engaged with in excess of 70 internal stakeholders.

Replies to the Governance Review Questionnaire have been collated and analysed as part of the process.

External stakeholder discussions have not been possible in the timeframe but due to the importance of such people/entities positive relationships with them moving forward will be vital.

1.6 Timeframe

The period December 9 to January 20 was set for stage one of the project [effectively 5 business weeks] so any initial recommendations could be considered for the April 2013 Annual General Meeting and implemented for the 2013-14 year.

As I'm sure most sport's administrators will already be aware the process of change takes careful consideration, the right people and time.

2.0 Background

2.1 Some memorable quotes during consultation

“Fantastic family sport lots of fun”

“It’s awesome, it gives me a buzz”

“Great sport lets get on and play”

“Wish we got more games”

“Great chance to have a family holiday when we go to tournaments”

“That American man was a neat coach”

“Too much bickering going on between New Plymouth and Hamilton”

“In the south we need help!”

“Boy this Kiwisport programme is good for kids”

“We should be actively supporting roller sports at the Olympics for 2020”

“Keep Nationals – it’s just awesome the best hockey in the year!”

“Openness breeds confidence”

“Scintillating game is for the players”



2.2 The Sport of Inline

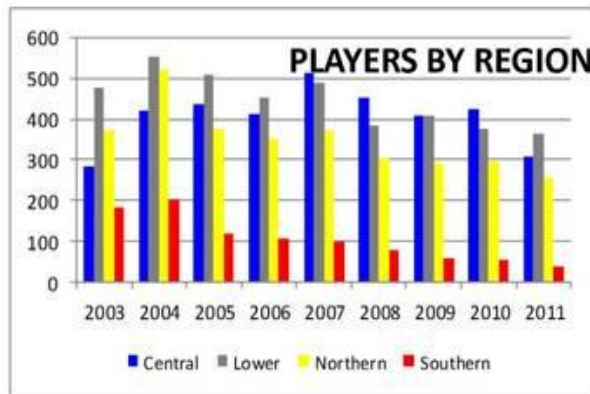
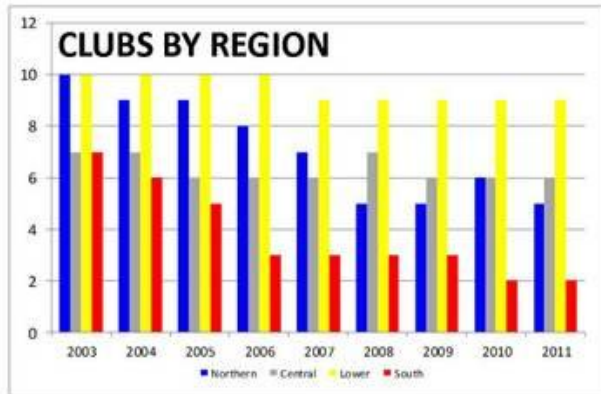
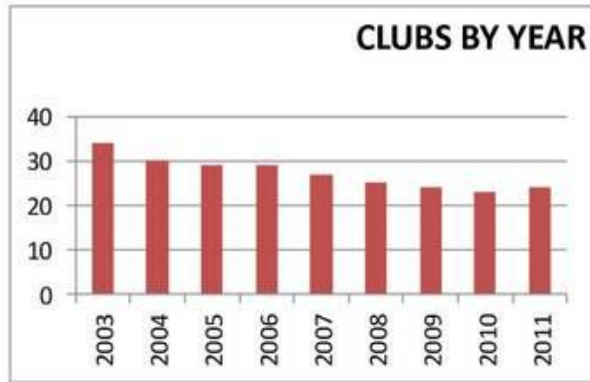
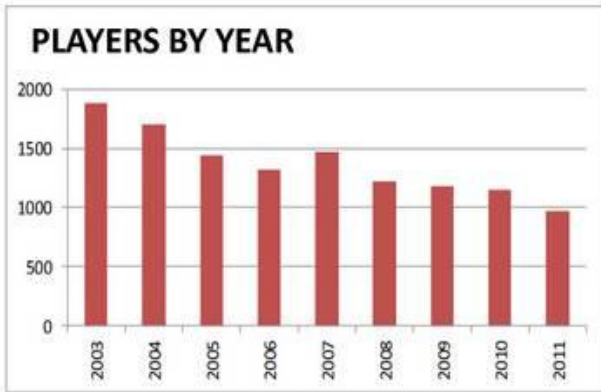
The New Zealand Inline Hockey Association was incorporated in 1995 and is affiliated to national and international bodies governing the sport. The association provides national and inter regional competition on an annual basis and competes internationally. New Zealand representative teams have competed in Europe, USA, Canada and Australa, with some success. The NZ Senior Men's team was awarded with silver medal at world championships held in Germany in Division 1, 2007 and also received silver and bronze medals at AAU Junior Olympics (2005, 2008 and 2010) when competing in the 18 & under Junior Men and woman division.

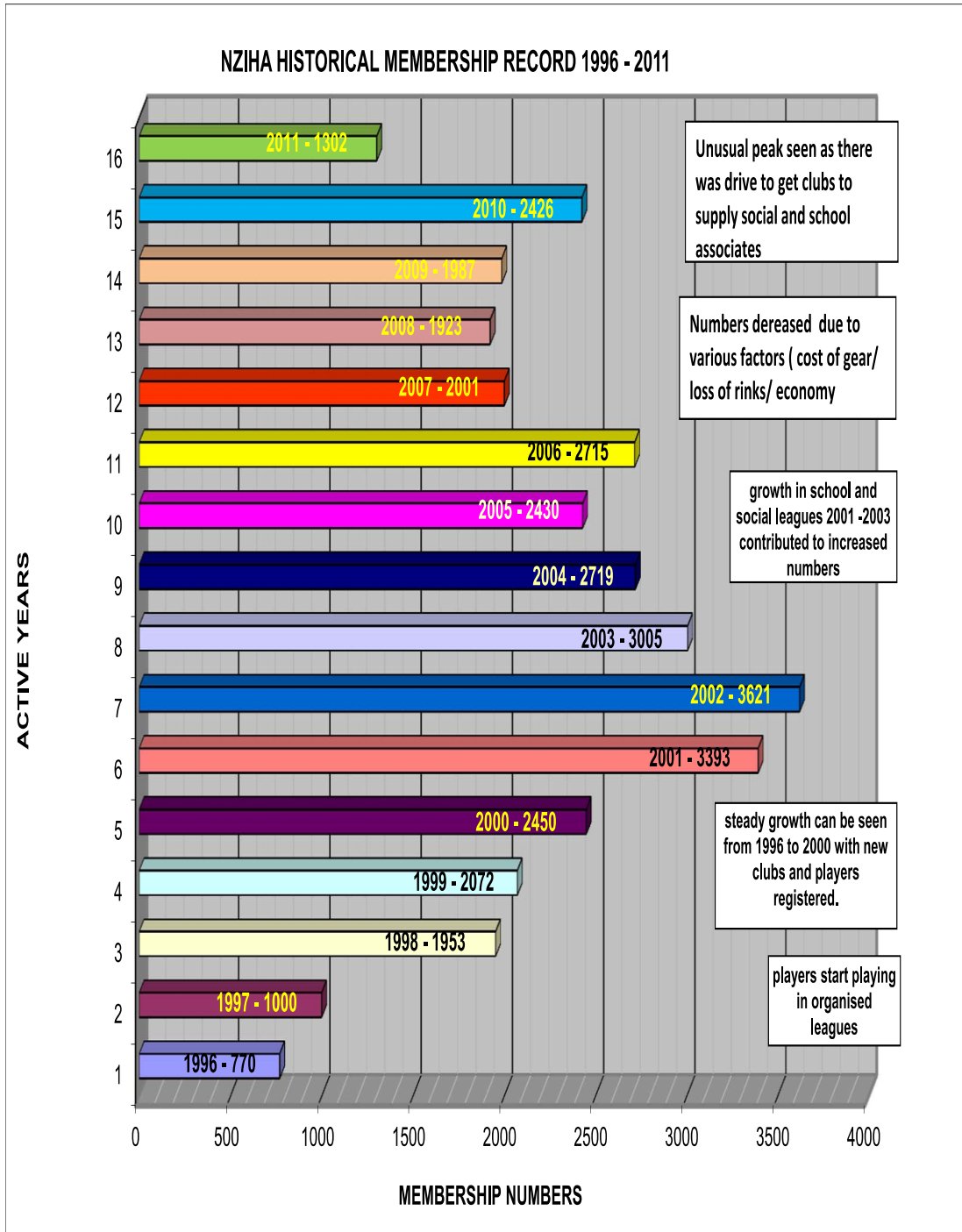
Inline hockey is fast, fun and exhilarating. Players love it, parents love it, grandparents love it! It's played on an indoor rink, so no need to get cold or wet. Like all sports, inline hockey can be a tense and exciting game that goes down to the last minute. Inline Hockey clubs around NZ welcome new faces. All ages and abilities are catered for with many clubs having teams for all levels. There are social grades for those just wanting to have some fun along with age-based grades for those competing in regional and national league competition. Inline hockey attracts families and caters to single and mixed gender teams. Clubs have also developed in house school leagues.

Currently there are 23 Member Clubs and 1302 Members participating in the sport of Inline Hockey.



2.3 Membership Trends





2.4 The Game

Games are played with four players and a goalkeeper from each team on the rink at any one time. The game in New Zealand usually has four quarters of ten minutes duration (running time), with short breaks between each quarter. The whole of the rink can be used for play, including behind the goals, and the walls surrounding the rink are regularly used for deflection of the puck. To start play the puck is dropped between two opposing players who face each other in the "face-off" circle in the center of the rink.



The four basic skills of hockey:

Skating is the skill that makes hockey unique and it is something that players at all levels of the sport continually strive to improve. Without adequate skating ability, players are less able to perform the other essential skills of the sport.

Stick handling is perhaps the most difficult of the basic skills to master. It allows a skilled player to manoeuvre around opponents and creates better offensive opportunities.

Passing is what makes hockey a true team sport and helps make the game fun. Passing gets everyone on the involved in the action and turns scoring into a team effort. Helping teammates experience success is what the game is all about, and passing allows the thrill of scoring to be shared.

Shooting is the end result of an offensive team play and is the action that produces a goal. Many players spend most of their time practicing shooting because they believe scoring is the most fun. Players should, however, place an equal emphasis on the other basic skills of hockey; given the fact most players generally take fewer than six shots in an entire game.



The game is: -

- Community & International
- Dynamic, fast
- Skilfull
- Loved by participants
- Family participation
- High costs of
 - Gear
 - Travel
- Not enough games in season
- Needs more Clubs and Facilities in the South Island
- Passionate people around the country
- Chance to play for New Zealand



3.0 Key Issues

There's no / little visibility of the value NZIHA adds for its members

- Visibility to parents of junior players
- Where do our subs go?
- Visibility of activities and decisions / direction of the NZIHA
- Proactive communication from NZIHA
- What are the measures of success for the NZIHA
- How can we improve this perception?

There is no clear expectation of what the NZIHA does

- Clarity of the role and responsibilities of the NZIHA
- Clarity of the direction / vision of the NZIHA

There is no leadership or assistance coming from NZIHA on how to attract and retain players

- This should be the top priority of NZIHA
- NZIHA needs to provide leadership
- National promotion of the sport at a national level
- Provide support to small clubs to grow the sport in their catchment
- Make the sport more accessible to new / junior players
- Grass roots, juniors are the future of the sport
- Improved competition pathways

There is an imbalance with the NZIHA between Financial sustainability of the sport vs. investment in growing the sport

- This should be based on the agreed priorities of the NZIHA (focus)
- Funding Challenges/ Business Sponsorship, Funding

There is a perceived inactivity by the NZIHA on ideas given / promoted to it

- There is a potential issue around trust / delegation
- Need to separate out the governance of the sport from the operation
- Clarity of the role of the NZIHA executive (governance) and sub-committees (operation)
- The role of the Club, the role of the Regional Committee, the role of NZIHA
- Renewed strategic plan
- Planning well in advance

There is no accountability or consequences in the current governance of the NZIHA

- What are the measures of success
- Performance measures (KPIs)
- Need for a whole of sport action plan
- Consequences of not meeting performance targets
- Improved management, transparency and accountability
- The need for independent governance expertise

There is no succession planning for key roles in the NZIHA

- Look at creating the skills for these positions rather than trying to find them
- We are still volunteers

3.1 A glance at the Operational Ideas

The operational environment is separate to Stage One of this project, but during the consultation process there were many good ideas received from members of the Inline community including: -

- Ensuring the sport is approved for NCEA study
- Waivers Request Register on the web following the process
- Complaints Register
- Shared web services
- Shared library of resources
- Improved Communications
- Building and retaining volunteer pool and introduce reward and recognition
- Active promotion of inline to primary, intermediate and college as prospective participants
- Resources we have need to be channeled into growing the sport
- Applaud International competition 'the holy grail' for players
- A tournament model may be best with reduced numbers
- Decent competition needs to be developed

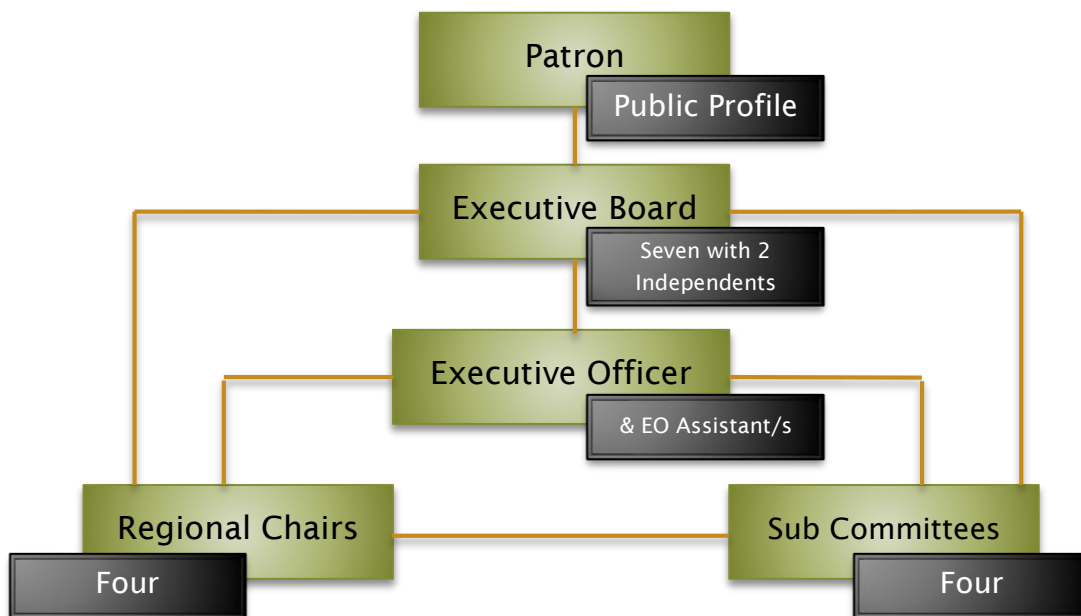
- Goalie machine that can be shared and rented
- Co-ordinated grassroots development
- Remove conflicting tournaments same weekends – can share – consider grade tournaments e.g. u10/u12 rather than ‘all juniors’ or ‘all seniors’.
- More information visible on player statistics
- Implement a senior player – junior player buddy mentoring system
- Realign regions to meet the needs of the players and the sport in NZ
- Audit and benchmarking to improve performance
- Create or enhance existing learning and development frameworks – Players, Coach, Referee, Officials, Volunteers
- Identify a future revenue model for the sport
- Create a short film promoting inline and have it at Reading’s Theatre’s around NZ
- We need people in ‘public relations roles’ focusing on educating the public and members about the benefits of the sport
- We need people in ‘membership roles’ focusing on finding ways to grow membership.
- We need robust ‘Brand Management’

3.2 Governance Recommendations

- Future Structure
- Board Composition
- Strategic Plan
- Financial Matters
- External Stakeholders
- Communications

3.2.1 Recommended Future Structure

As the current selected Executive Committee process is providing a dysfunctional Executive situation a change to a more formal Executive Board appointed through an Independent Appointments Committee is recommended. It is envisaged the new Executive Board will be an independent and stakeholder driven body. The sport of Inline will benefit from the recommendation that they adopt a formal process to recruit, select and appoint Board members as this will lead to obtaining the best people for the job at hand.



- A revamping and spreading of the Executive Officer's tasks is urgently required
- Position Descriptions are required for Executive and operating positions
- Executive Officer does not have voting rights

3.2.2 Executive Board Composition

The new Executive Board will need the following considerations: -

- Best skilled people available
- Applications made to the Independent Panel with CV
- Board to comprise of 7 appointed persons, Chair, Deputy Chair and 5 Members with up to two independent members [if possible] and ideally including the Chair
- Board composition to include person's with knowledge of the game
- Greater level of strategic work to be covered by, the Board: **'To Build The Game'**.
- Board need to be leaders individually and collectively
- Values need to be created and adhered to
- Members need to be respected internally and externally
- Fiduciary duty to be able to place the sport's needs ahead of club and individual desires
- Abide by Board protocols and collective decisions [responsibility]
- Maintain confidentiality
- Lead a Portfolio: - [for example]
 - Playing of the Game
 - Coaching
 - Financial
 - Legal
 - Marketing
 - Public Relations
 - Events
 - Sponsorship

- The ability to ‘Dream’. All boards need to collectively look beyond the current discussing new ways and opportunities but remembering the game is for the players and not for the administrators, officials or parents – ‘Playing the Puck’.
- Board needs to meet at least 6 times per year with telephone/skype meetings at least 4 times per year
- Due to the small size of the ‘volunteer’ sport the Board will need to carry out a combination of strategic/operational tasks but with an emphasis towards 80% strategic and 20% operational, the reverse of the current situation.
- Have the capacity to co-opt the necessary people to assist the ‘volunteer governance/management in areas like IT, Media and Communications if they are not already directly involved in an official position.

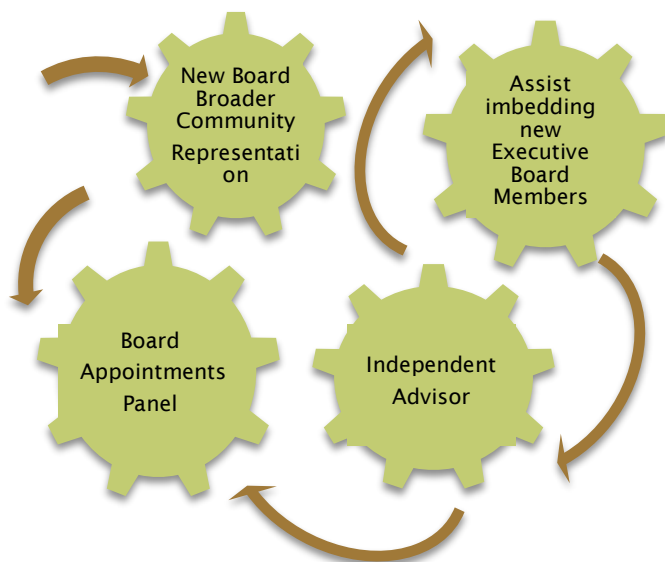
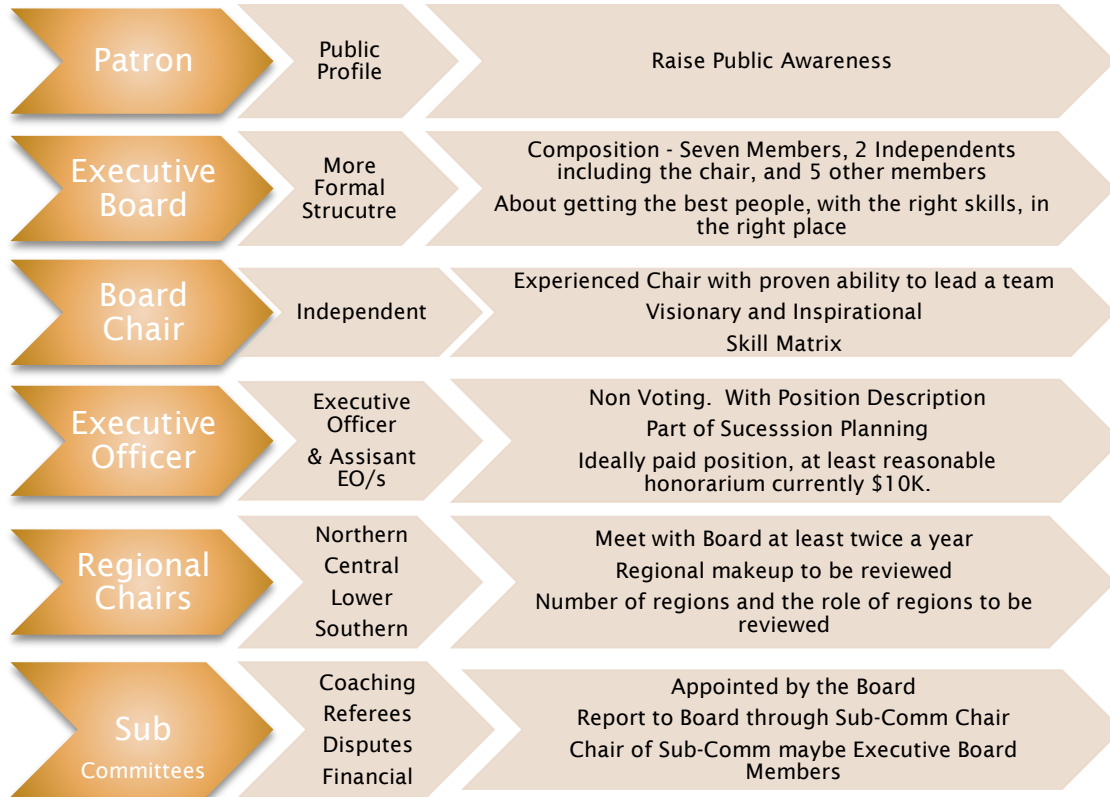
3.2.3 Board Chair

The future Chair of NZIHA Executive Board will need to effectively manage the team of people who will have a blend of expertise, skills and diversity necessary to effectively carry out its role.

‘TEAM’ - together everyone achieves more.

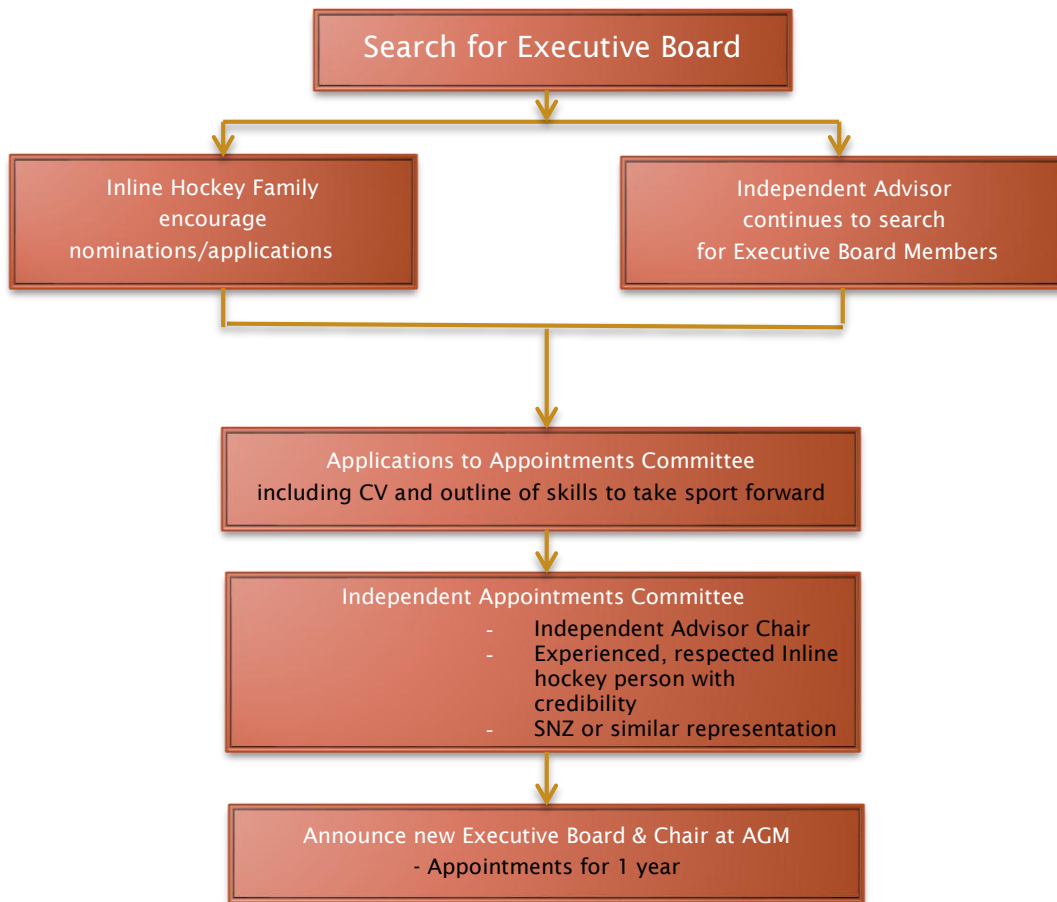
Board to be chaired by:

- An experienced Chair
- Range of skills
 - Promotional
 - Business
 - Communication
 - Negotiating
- Able to be independent in thinking
- Manage a range of people
- Politically savvy
- Make the ‘hard’ calls
- Inspirational
- Decision maker
- Lead a team of passionate inline hockey personalities
- Voice for the sport
- Delegator
- Visionary



Having now worked through the consultation process I believe the Inline Hockey Community would continue to benefit from the resource of an independent advisor. In particular, in the build up to the next AGM and during the change transition phase and to provide assistance to the new Executive Board, assisting with external stakeholder engagement and the broader Inline community. The ability to attract, and the timing of appointing independent persons will determine the level of engagement required.

3.2.4 Search for Executive Board



“To Build The Game”

It is a big year with international commitment but the game needs to be functioning at the community level. Therefore, the management of transitional arrangements requires careful consideration and clarity in time for the AGM together with the support of the Inline community.

3.3 Governance Recommendations

Following the introduction of a new Executive Board

3.3.1 Strategic Plan

- A new strategic plan [SP] needs to be developed as soon as possible to guide the sport forward. The Strategic Plan coordinated by the Board needs to be inclusive and bought into by the Inline Hockey ‘family’. The Strategic Plan must have an Annual Business Plan. The Annual Business Plan to be connected to the Strategic Plan prepared well in advance of the next year. Both plans to be duly monitored and reported to on a regular basis.
- Realistic KPI’s need to be set. This task to be completely effective will take some time [months] by the new Executive Board and will need to prioritise its work for the first three months in office to not hinder the upcoming season.
- A key to the success of the new Executive Board will be its regular communication to the sport of its aims and progress towards achieving these aims.
- A recommendation to the new Executive is the providing of a simple, basic One Page Plan for the first 3 months in office.

3.3.2 Financial Matters

- Financial Planning and regular reporting including budget monitoring is required by the Board. Key internal stakeholders require regular communication on financial matters during the year.
- Through its Financial Planning a strategy is required for the use of the cash holdings, which currently sit at a total of \$138,003.38 [as at 31 Dec 2012 with \$103,967.77 on term deposit] which should be considered as a possible **‘Investment To Build The Game’**. Clarity is expected from the Inline Hockey community over the future use of these funds. A prudent amount to cover operational shortfalls should be maintained to protect against the non receipt of Sport NZ funding and other similar funding.

Detailed three year financial planning is imperative to assist in providing an adequate financial base. The cry ‘we need more funds’ is unlikely to be solved until a well governed and managed organization is in place. Future funders and I believe they are available for such a community based sport, will not be forthcoming until a more robust well, led organization is

in place. For the protection of the organization and the personnel involved appropriate dual signing of financial documentation is required.

3.3.3 External Stakeholders

- The Executive needs to develop its relationships / partnerships with outside entities to assist the positioning and growth of the sport. Public Relations, Marketing, Branding and Communication strategies need to be included in the Inline Hockey **'To Build the Game'** philosophy.
- Relationships with the likes of Sport NZ, Skate NZ, Ice Hockey and Regional Sports Trusts need to be identified and nurtured to assist the growth profile of the game. Too much working in isolation hinders opportunities in a very competitive and changing environment.

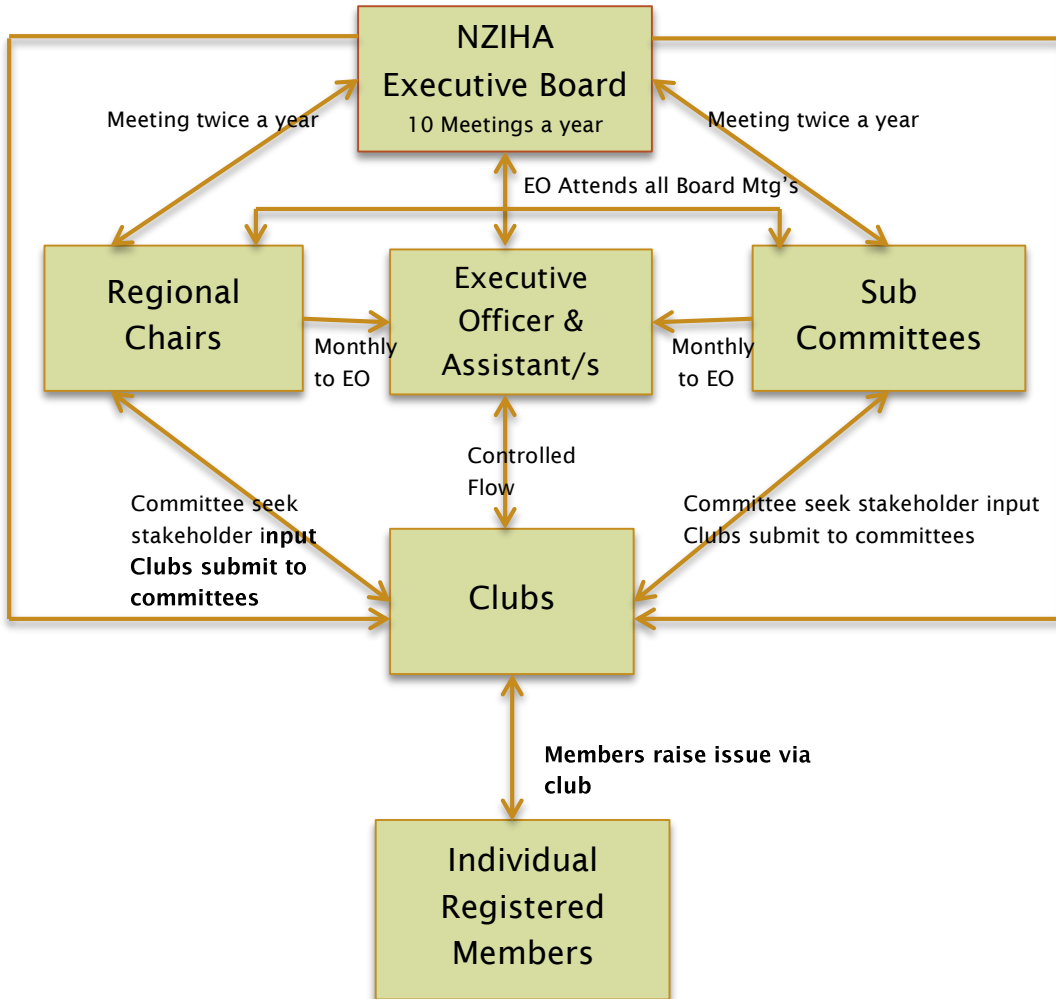
3.3.4 Communications

Communications need to be managed more effectively; far too many people are contacting NZIHA directly. NZIHA has to be given the necessary space to do their job.

The proposed future structure provides for the following communication flows. The new Executive Board will review communication. It is recommended that the model be adopted as soon as possible as part of transitioning arrangements with both Clubs and Regions taking on more responsibility for communications in order to support the process of change.

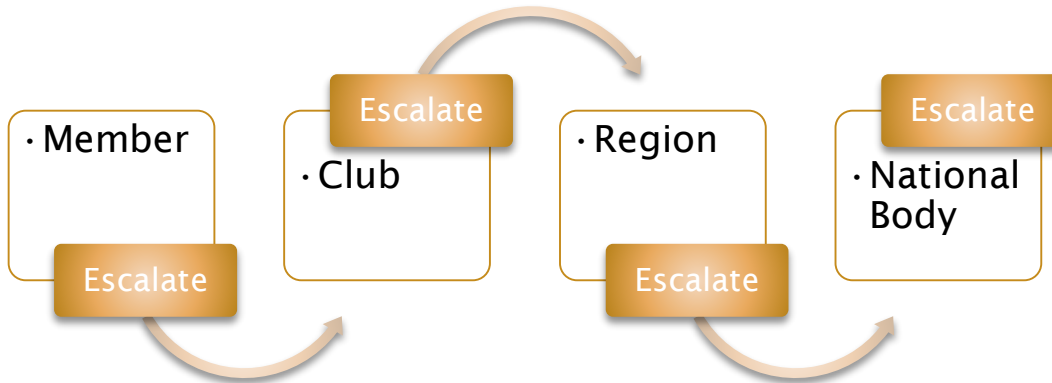
3.3.4.1 Structure Information Flows

It is important that members of the inline community are provided with a process for the airing of any complaints. It is recommended that the following process be adopted immediately. Once the Independent Complaints committee is established they would review the process.



All correspondence should be addressed to and be sent by the relevant Secretary

3.3.4.2 Communication grievance escalation process



Step One

- Where there is a query/issue the individual should lodge a communication with the Club and the Club deal with that matter through their committee processes.

Step Two

- Where unresolved at Club level the Secretary escalates to Regional Level and process through Regional Committee processes.

Step Three

- Where unresolved at Regional level the Secretary escalates to National Body for processing.

3.4.5 Executive Board Initial Reminders

The incoming Executive Board in the build up to creating a new Strategic Plan need to be aware of the following tasks/suggestions/clarifications to assist the game: -

- Growing the Game – youth development, Kiwisport
- Clarity of Regional & Club roles
- Facility challenges – with councils, ownership
- Early planning of tournaments and coaching clinics
- Review of policies including competition rules/disputes
- Adherence to a communication pathways

3.4.6 Possible Values Continuum

- I** Integrity
- N** Nurture
- L** Lifelong
- I** Inclusive
- N** Network
- E** Excellence

4.0 Preparation for the 2013 AGM

The recommendation for an appointed Board will need to be agreed to in advance of the AGM by the clubs who would normally receive a vote for the Executive Members. Subject to constitution consultation and legal opinion a remit would be passed at a SGM or at the AGM for the Executive to be appointed for the 2013-2014 year with the process to be reviewed for the year 2014-2015.

The role of the appointed Executive Board will be crucial to manage the change process and:

- Undertake the reforms recommended in the Paul Cameron Report
- Imbed the new structure and constitutional changes;
- Establish the **'To Build The Game'** philosophy;
- Obtain the trust of internal and external stakeholders of the sport
- Set the overall strategic direction for the future
- Create a stable platform for the strong governance of the sport
- Create policy to align the management of the sport

5.0 Conclusion

Having now met a significant portion of the 'Inline hockey family' I was very heartened to discover there was a clear consensus of support from internal stakeholders 'that the sport faced a number of challenges' and everyone passionately desired a unified outcome that results in **'To Build The Game'**.

- One vision for the whole of sport of Inline in New Zealand
- A Board structure driving the strategy for all of the sport
- A management structure implementing that strategy

Adoption of these recommendations will be a positive step by the sport to get everyone on board [Members, Clubs, Regions and the national body] working together collaboratively in the same direction for whole of sport outcomes.

NZIHA and it's members should anticipate that adoption of this change will commence the process and the journey will probably take three years before significant outcomes of the **'To Build The Game'** philosophy are fully visible to stakeholders and the public.

