



Aligning our roles and responsibilities: A structural review of tennis in New Zealand

Terms of Reference

Background

Tennis New Zealand released the Strategic Framework for Tennis in New Zealand this year. The framework covers three areas of the sport - a thriving tennis community, creation of world class players and financial and organisational stability.

The current structure of Tennis in New Zealand was implemented in 2007 following the recommendations of the Maiden Committee. The recommended change was to create six Regions that became the Members of Tennis New Zealand by transforming six existing Associations (North Harbour, Auckland, Waikato, Wellington, Canterbury and Otago) into Regions and the remaining Associations to either merge with the Region (and wind up) or become a 'branch office' of the Region. At the time of the Maiden Committee work there were 25 Associations.

The responsibilities of the Regions were defined by the Maiden Committee as being:

- a. Assisting and developing the Member Clubs in their Region;
- b. Arranging and implementing tennis tournaments, competitions, events and activities in the Region;
- c. Delivering national Tennis NZ strategic initiatives in their Region;
- d. Arranging and servicing regional and local forums for the development of national and regional strategies;
- e. Securing regional funding and sponsorship for the activities in the Region after consultation with Tennis NZ in order to minimise conflict, or potential conflict, with any national funding or sponsorship being sought or secured by Tennis NZ;
- f. Establishing and maintaining a Centre Board;
- g. Managing tennis facilities within its jurisdiction in the Region;
- h. Facilitating the administration of coaching, refereeing and other game officials in the Region.

The restructure was recommended on the basis that it would be a more effective structure to not only resolve a number of identified issues, but also to provide a "sound foundation to develop new strategies and new initiatives".

The structure has now evolved as shown below. There are effectively 4 Regions still in operation and 18 Associations operating as independent organisations.

Regions	Associations	Clubs	Members
Northern	Northland	47	5185
Auckland	Counties	58	8993
Waikato-Bays*	Waikato Thames Valley Tennis Eastern Bay of Plenty Western Bay of Plenty	55	5299
Central	Taranaki Manawatu Wairarapa Hutt Valley Wanganui	82	5741
Canterbury	Nelson Bays Marlborough West Coast	115	7585
Southern*	Southland Otago North Otago South Canterbury	57	1826
6 Regions (* not operating)	18 Associations	414 Clubs	34,629 Members

Affiliate Associations

New Zealand Tennis Umpires Association Incorporated

New Zealand Professional Tennis Coaches Association Incorporated

The International Lawn Tennis Club of New Zealand

The Tennis Seniors New Zealand Incorporated

Aotearoa Maori Tennis Association Incorporated

New Zealand Wheelchair Tennis Incorporated

Problem / Opportunity Statement

The Strategic Framework has been endorsed by the Tennis Regions and Associations and presents an opportunity to align Tennis around a common set of objectives.

However, it has been acknowledged that the roles and purpose of the Regions and Associations is not well defined, and critically that not all Regions are functioning, and those that remain are not all meeting the expected responsibilities as defined in the Maiden Report. Of the six Regions, two are no longer functioning and the two in Auckland are operating with a shared services future focus. The remaining two arguably do not support the growth of tennis outside of their immediate geographical location (i.e. original Association boundaries).

There is a lack of clarity of purpose and role for partners in the delivery model which is undermining the effective delivery of tennis generally, and specifically the outworking of the newly agreed Strategic Framework for the sport.

A recent meeting of the CEO Group identified support throughout New Zealand for an aligned approach to outworking the Strategic Framework as well as delivery of existing national programmes, however this is not necessarily the current approach. In addition, the regional structure has not been effective in supporting all associations and clubs. Further thought also needs to be given to the profile and needs of the casual participant, as well as the club member.

In considering the recommendations of the Maiden Committee, the process for the Associations to either wind up or become 'branch offices' of the Regions does not appear to have concluded. The reasons for this are not completely clear at this stage.

Objectives and scope

The objective of the structural review for tennis in New Zealand is to identify the optimal sustainable delivery model and governance structure for Tennis in New Zealand to support the agreed Strategic Framework, considering the roles, responsibilities and capabilities of the different entities responsible. In other words, what is the most effective and efficient way to organise ourselves to give effect to the Strategic Framework.

The scope will include:

1. Definition of the issues, risks and strengths of the existing delivery model and governance structure.
2. Development of an optimal delivery model that represents the tennis market and governance structure, taking specific consideration of the strengths of what we have today and the needs moving forward to achieve our Strategic Framework. This will include a clear definition of the roles and responsibilities of the different entities in Tennis.
3. Determine the changes required to support the agreed model and governance structure.
4. With respect to the existing organisations, all aspects are in scope including Tennis New Zealand, regions, associations, clubs and affiliates.

The delivery model and governance structure of Tennis includes:

1. The organisations / entities involved in Tennis.
2. The roles and responsibilities of these entities.
3. Communication and engagement protocols, both formal and informal, necessary for the effective functioning of the delivery model.
4. The governance structure required to support this.

There is a recognition that a one size fits all approach is unlikely to be the outcome considering the diversity of population and geography in New Zealand.

Underlying the review outcomes? will be the definition of a set of key principles or mental models that will drive the thinking and decision making.

A review of the national tournament structure is outside the scope of the review, however any implications to the tournament structure as a result of the recommendations from the review need to be clearly highlighted.

Outcomes

Recommendations for the Tennis New Zealand Board and Members that includes:

1. An analysis of the current issues, risks and strengths of the existing delivery model and governance structure, and the implications of these.
2. An analysis of the general sports environment in New Zealand, including delivery models and governance structures of other sports codes, and the approaches in play in tennis in other commonwealth countries, specifically Australia, the United Kingdom and Canada.
3. An agreed set of key principles / mental models that underlie our thinking and therefore decision making in Tennis in New Zealand.
4. A statement of recommendation for an optimal delivery model and governance structure that addresses the implications of this analysis.
5. An approach / change plan to implementing the recommendations identified.

General Approach

The review will be led by a Working Group including selected board members and managers of TNZ, Regions and Associations. The Working Group will have TNZ board representation to ensure the group is clearly sufficiently empowered. The Working Group will be selected by the TNZ Board.

An independent facilitator will manage the process, including supporting the Working Group, developing outcomes, preparing the written report, and managing engagement with the tennis community.

Meaningful and authentic engagement with the tennis community will be central to the process, with engagement commencing at the start of the process to set the tone and expectation.

Subject to detailed planning, the review is expected to take six months, formally starting in February and concluding in July.

The key steps will be:

1. Confirmation of this Terms of Reference at the February TNZ Board Meeting.
2. Confirmation and meeting of the Working Group.
3. Engagement with the tennis community to identify the current state, perceptions and views.
4. Summary report from the Working Group on the current state.
5. Development of recommendations from the Working Group.
6. Engagement with the tennis community on these recommendations.
7. Change implementation. The specifics of any changes will be developed by the wider tennis community, within the boundaries of an agreed delivery model.

Progress and interim outcomes will be reported at each TNZ Board meeting, with the TNZ Board providing governance oversight of the review.