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**Terms of Reference**

**Independent Review of Swimming NZ’s High Performance Programme**

**Background**

Swimming was confirmed as a Targeted sport by SPARC in 2006 with the intended outcome of swimmers winning medals at the Olympic Games in 2012 and beyond.

SPARC has invested $6M of high performance funding into Swimming NZ between 01 January 2007 and 31 December 2010. During that period swimming has not won a medal at either the world championships (long course) or Olympic Games.

SPARC funded a review of Swimming NZ’s high performance programme in 2008 by Bill Sweetenham (former Australian national coach and Performance Director British Swimming). The Sweetenham review provided recommendations on how the high performance programme should operate to deliver success in 2012.

Swimming’s lack of medal success combined with objective performance data and a critical review of its high performance programme following the Delhi Commonwealth Games has lead SPARC to commission a further review of Swimming NZ’s high performance programme.

**Purpose of the review**

The purpose of the review is to analyse Swimming NZ’s current high performance programme with a view to identifying whether barriers exist within the programme that are impeding New Zealand swimmers from achieving medal success in 2012 and beyond.

**Outcome of the review**

The review will identify barriers to success in Swimming NZ’s high performance programme, and provide recommendations around changes that need to be implemented to enhance the probability of medal success in 2012 and beyond.

The report will be submitted to SPARC’s High Performance Board and Swimming NZ’s Board. SPARC’s expectation is that the recommendations contained within the review will be implemented by Swimming NZ as a condition of ongoing funding. The report will assist the High Performance Board to determine an appropriate level of high performance investment in Swimming NZ beyond July 2011.

The final report will include commentary on, but not be limited to;

1. Implementation of the Sweetenham review recommendations,
2. Leadership of Swimming NZ’s high performance programme,
3. Swimming NZ high performance programme culture,
4. High performance coaching structure,
5. Barriers to medal success on the world stage,
6. Daily training environment for national squad members,
7. Support for national squad athletes and coaches (centralised/decentralised),
8. Stakeholder support for Swimming NZ’s high performance strategy,
9. International comparisons (e.g. Australian, Canadian and UK models), and
10. Feedback gained throughout the consultation process.

**Review process**

Consultation will be undertaken with the following stakeholders:

SNZ Board members (Chair and Deputy Chair)

SNZ Chief Executive Officer

SNZ senior management (GM level)

SNZ employed coaches

Coaches of athletes in the national squad not based in Auckland

National squad swimmers

Recently retired (post 2008) board members and national squad members

Former HP personnel (staff and coaches)

Emerging talent

SNZ Selectors

Swim Coaches and Teachers (SCAT)

SPARC HP personnel

NZAS service providers working with Swimming NZ’s high performance programme

NZOC Games Team Management

Other interested parties identified during review (e.g. concerned clubs, parents of young athletes)

Information will be collected via face to face and phone interviews (e.g. offshore based swimmers).

**Critical information**

The review will take into consideration;

1. The 2008 Sweetenham review,
2. Swimming NZ’s 2009-2012 high performance plan,
3. Swimming NZ’s high performance structure, roles and responsibilities,
4. Performance culture within the SNZ high performance programme,
5. High performance programme daily training environment,
6. Swimming NZ’s 2010 Commonwealth Games debrief,
7. Objective performance data, and
8. Feedback received throughout the consultation process.

**Reviewer**

The review will be conducted by Chris Ineson (Director Driving Forces) with support from SPARC as required.

**Timeframe**

Consultation will take place between 1 March and 30 March 2011 with the final report provided to SPARC by 30 April 2011.