

## Organisational Structure

One of the projects set by the Fencing NZ Board earlier this year was to review the structure of the organisation and assess its fit for purpose.

The following **Fencing New Zealand** Organisational Review aims to summarise the governance framework and operational relationships within the organisation.

The document has been developed with the objective of transparency, consistency, and alignment across the various Commissions and Operational Functions within FeNZ.

It provides guidance on roles, responsibilities, and reporting, supporting our commitment to good governance and the effective development of Fencing in New Zealand.

**For each Commission and Operational Functions, Terms of Reference are provided including but not limited to:**

- Goals and Objectives
- Composition and Membership
- Reporting Lines
- Meetings
- Deliverables

We emphasise this document is about the structure of the organisation and the best way to organise it. It should not be construed in any way as a commentary on current roles or individuals.

The document is the work of the undersigned. It has not been endorsed by the Board who are also invited to comment as individuals. The Board has authorised its distribution.

Any correspondence received will be summarised and reported to the Board. An amended draft based on feedback will be taken to the Board for their consideration.

We invite you to

- Review the document and provide feedback, questions, or advice by **Sunday June 29th**. Your insights are important to ensuring the structure is fit-for-purpose, inclusive, and reflective of our shared goals for the development of Fencing in New Zealand.
- Correspondence may be any length as appropriate for you to clarify your key points.
- All correspondence should be provided in either Word or PDF document.
- Correspondence to be emailed

Please direct correspondence to

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01.06.2025

Acknowledgement – Will Bishop for original draft.



# Fencing New Zealand

(Fencing New Zealand Incorporated)

## **Organisational Structure**

**Draft Discussion Document**

**1 June 2025**

## Table of Contents

Introduction .....	4
Proposed FeNZ Structure.....	4
Commissions .....	7
Athletes Commission .....	8
Coaching Commission .....	11
Officiating Commission .....	14
Selection Commission .....	18
FeNZ Operational Functions .....	21
National Development Director.....	21
Overseas Athlete Pathways .....	23
Welfare Panel .....	26
Health and Safety Officer.....	29
Treasury Function .....	31
National Administrator .....	31
Data Management .....	32
Funding Officer .....	33
Media Officer .....	34
Legal.....	35

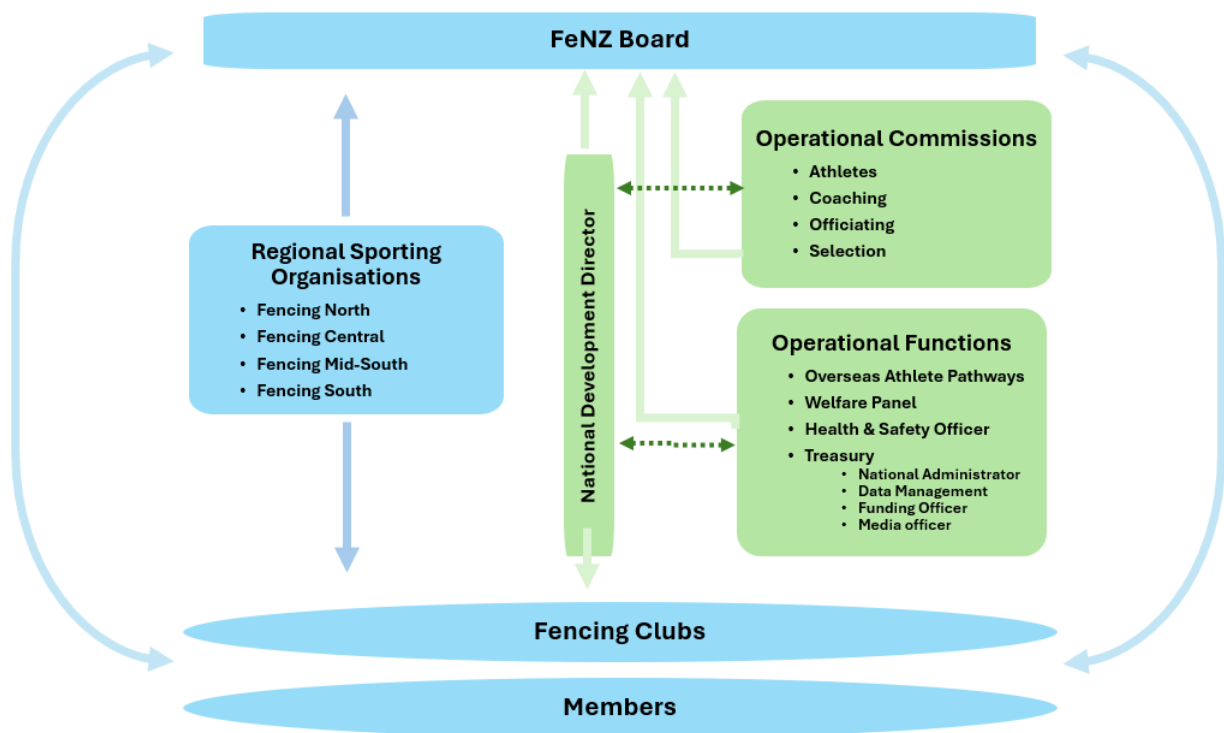
## Introduction

This process has considered the existing structure of the operational arms of Fencing New Zealand and how they align. The document essentially adopts the current structure and roles but recommends two new concepts. That of a National Development Director and Overseas Athlete Pathways (OAP).

The document discusses the roles of the Board, the Commissions and additional Operating Roles outlining their roles and responsibilities. It has not reviewed the RSO's.

We invite all readers to consider the appropriateness of the roles and responsibilities as outlined and invite constructive advice to make this the best possible blueprint for how the Sport should operate in the coming years.

## Proposed FeNZ Structure



## FeNZ Board

The current FeNZ Board comprises 9 elected members:

- President
- Secretary
- Treasurer
- North President
- Central President
- Mid-South President
- South President
- General Board Member
- General Board Member

### The Role of the Board

The Board set the governance and strategic direction of an organisation.

The Board is responsible for ensuring that the organisation remains true to its mission and achieves its long-term goals. The Board does not perform operational duties. Board members may sit on Commissions or perform other roles within the organisation.

### Core Responsibilities

#### Governance and Oversight

Governance includes establishing policies, procedures, and ethical standards that guide the organization's operations.

#### Strategic Planning

A strategic plan serves as a roadmap for the organization and ensures that all efforts are focused on achieving these goals.

#### Financial Oversight

A Board is responsible for the financial health of the organization. This includes approving budgets, monitoring financial performance, and ensuring that resources are used effectively and efficiently.

#### Risk Management

Risk management is the responsibility of the board. This includes legal, financial, and operational risks that could jeopardize the organization's success.

#### Leadership and Support

The Board provides leadership and support to the organization's operational volunteers

#### Board Commissions/Operational Roles

The Board establishes Commissions and Operational functions to focus on specific areas of the sport to ensure the delivery of the Sport to its members. The appointed Committees and roles work to enhance the sport and support the overall objectives as set by the Board.

#### Decision-Making

The Board is the ultimate decision maker for the organisation. The Board will be guided by the recommendations made by Commissions, those in Operational roles and all members of the

Organisation. Ultimately the Board must be satisfied that the recommendations are appropriate for the sport.

### **Advocacy and Representation**

Board members often serve as advocates and representatives for the organization. They build relationships with key stakeholders, including donors, partners, and the community, to promote the organization's mission and secure support.

### **Compliance and Accountability**

Ensuring compliance with laws, regulations, and ethical standards is a key responsibility of the board. Members must stay informed about relevant legal and regulatory requirements and ensure that the organization adheres to them.

### **Evaluation**

Regular evaluation of the board's performance is crucial for continuous improvement. Members should assess their own performance and the collective performance of the board to identify areas for improvement. This evaluation process helps ensure that the board remains effective and responsive to the organization's evolving needs.

### **Challenges and Best Practices**

Boards of Directors face various challenges, including managing conflicts, maintaining engagement, and adapting to change. Best practices for overcoming these challenges include clear communication, ongoing education, and fostering a culture of transparency and accountability.

### **Transparency and Accountability**

A culture of transparency and accountability is crucial for maintaining trust and credibility. Board members should be transparent in their actions and decisions and hold themselves accountable for their performance. This includes being open to feedback and willing to address any issues that arise.

Given the nature and size of the Sport. Board members will fulfil operational roles in addition to their responsibility as a Board member. Board members need to be mindful of this and declare conflicts of interest in any decision process.

## Commissions

The goal of FeNZ's Commissions is to contribute to the development, governance, and strategic growth of fencing across key areas. Each Commission is assigned specific goals and measurable objectives to help achieve this overall purpose.

### Commissions at a Glance

	Mandate	Members	Reports To
Commission			
Athlete Commission	Represent athlete interests. Liaison between athletes, the Board and the Commissions	3 - 4	FeNZ Board
Coaching Commission	Train and certify coaches; monitor national coaching standards	3 - 4	FeNZ Board
Officiating Commission	Coordinate the national calendar, event standards, and safety protocols Oversee training and certification of referees and DT's; monitor national officiating standards	3 - 5	FeNZ Board
Selection Commission	Ensure the best available fencers are selected to represent NZ at international events	3 - 4	FeNZ Board

# Athletes Commission

## Terms of Reference

### Goals

The goals of the FeNZ Athletes Commission are to:

- Act as a liaison between Athletes, the Board, the Commissions and the National Development Director.
- Provide a voice for Athletes and represent their views and interests in decision-making.

### Objectives

- Advocacy:
  - Ensure athletes perspectives are considered in decision-making processes.
- Communication:
  - Facilitate open conversations between athletes, the FeNZ Board, and other stakeholders including, but not limited to the Commissions and the National Development Director.
  - Ensure any communication within the organisation meets the needs of athletes.
- Participation:
  - Encourage active participation in the sport.
  - Foster a strong sense of community among athletes.
- Collaboration:
  - Seek advice and expertise as needed.
  - Liaise with the other Commissions and professionals to enhance decision-making and support for athletes.

### Commission Membership

- The Athletes Commission shall comprise a minimum of 3 and a maximum of 4 representatives of the community, ensuring diversity across:
  - Gender
  - Weapons (Epee, Foil, Sabre)
  - Active and recently retired athletes (within 5 years of participating).
- The Commission members will vote to elect a Chairperson, subject to endorsement by the Board.
- Commission members must not be subject to any sanctions.

### Selection

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, where there is more than one nomination, athletes will vote to determine the appointed member(s).

### Term of Appointment

- 2-year term,
- Members may reapply for a maximum of 3 consecutive terms,



## Responsibilities of the Chairperson

- Represent the Athletes Commission in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Athletes Commission in discussions with external stakeholders.
- Work with the Commission and other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Chair Athletes Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Escalate athlete concerns or feedback to the Board for action, if required.

## Reporting Line

The Athletes Commission:

- Operates in an advisory capacity.
- Is accountable to the FeNZ Board.
- Works closely with the National Development Director to ensure a cohesive overview of FeNZ activities across all Commissions.

## Meetings

- The Athletes Commission will:
  - Meet bi-monthly (minimum), with additional meetings as required.
  - Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- The National Development Director may attend the Commission meetings.
- Meeting minutes should be provided to the Administrator no later than 14 days after a Commission's meeting.
- At least one member of the Athletes Commission will be included in strategic planning sessions where athlete input is relevant.

## Reporting Deliverables

The Athletes Commission will provide the following:

- **Board reports**- Reporting to the Board is required to be aligned with the Board Meeting schedule. Includes updates on activities undertaken, the status of goals and objectives, milestones achieved, and any adjustments required.
- **Meeting minutes and action points** - Record of all commission meetings, including attendance, discussion outcomes, and assigned actions.
- **Recommendations** - Formal suggestions or initiatives within the commission's area of responsibility.
- **Summary of feedback and consultation** - Documentation of any consultations with the fencing community or other stakeholders - summarising insights and how they informed decisions.
- **Annual review** - Of the Commission's activities for the past 12 months. Appraise the Board of goals and work plan for the coming 12 months and any associated budget if required.

## Confidentiality and Ethics

- Members must respect the confidentiality of athlete feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
- Conflicts of interest will be dealt with on a case by case basis.
- All members are expected to uphold the ethical standards of FeNZ.

## Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** date / month / year

# Coaching Commission

## Terms of Reference

### Goals

The goals of the FeNZ Coaches Commission is to:

- Foster the growth and development of coaches,
- Build a strong coaching foundation for the sport, nurture talent, and promote a positive and inclusive atmosphere within the fencing community, aligned with FeNZ's objectives.

### Objectives

- Strategic Planning
  - Collaborate with the National Development Director to set long-term coaching development goals aligned with the overall FeNZ Strategy.
  - Set annual development programme including budget, on an annual basis in a timeframe agreed with the board.
  - Provide input as a panel member on coach appointments for FeNZ Development Programmes.
  - Provide input as a panel member on coach appointments for selected events, and international tours.
- Coaching Development
  - The Commissions core responsibility is to ensure appropriate coaching standards nationwide.
  - Provide training and support to enhance coaching skills across all levels.
  - Promote access to national and international coaching workshops and events.
  - Ensure coaches stay up to date with the latest techniques and best practices.
- Curriculum and Accreditation
  - Develop and implement a structured training curriculum with tiered certification pathways for beginner to advanced coaches.
  - Provide opportunities for coaches to access high-quality education activities across all levels of the coaching pathway.
- Talent Identification and Pathways
  - Identify promising talent within the FeNZ community.
  - Create clear development and competition pathways for coaches.
- Performance Monitoring and Evaluation
  - Establish and communicate criteria to assess coaches progress and performance.
  - Provide feedback and support to help coaches meet their goals.
  - Maintain accurate records of coach registration and accreditation status.
- Communication and Advocacy
  - Facilitate open communication between coaches, FeNZ, and other stakeholders including the Commissions and the National Development Director.
  - Address concerns or disputes within the coaching community.
  - Maintain close liaison with fencing coaches and ensure coach's perspectives are considered in decision-making processes

- Collaboration and Stakeholder Engagement
  - Work with regions, commissions (e.g., Officiating), and the National Development Director to support coach development, accreditation, and participation at all levels.
  - Liaise with the other Commissions, and external experts to enhance decision-making and coach support.
- Reporting and Governance
  - Prepare regular reports on coaching matters, including evaluations, incident summaries, and recommendations.
  - Provide strategic recommendations to the FeNZ Board on coaching issues and opportunities.
  - Debate other matters relevant to coaches' interests as they arise.

### **Commission Membership**

- The Coaches Commission shall comprise a minimum of 3 and a maximum of 4 representatives of the coaching community, ensuring diversity across:
  - Gender.
  - Weapons (Epee, Foil, Sabre).
  - Active and recently retired coaches (within 5 years of coaching).
- Commission members will vote to elect a Chairperson
- Members must not be subject to any sanctions.

### **Selection**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, where there is more than one nomination, The Board will vote to determine the appointed member(s).
- The Commission members will vote to elect a Chairperson, subject to endorsement by the Board.

### **Term of Appointment**

- 2-year term
- Members may reapply for a maximum of 3 consecutive terms

### **Responsibilities of the Chairperson**

- Represent the Coaches Commission in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Coaches Commission in discussions with external stakeholders.
- Work with the Commission and other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Chair Coaches Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Escalate coaches concerns or feedback to the Board for action, if required.
- The chairperson represents the Commissions at the FeNZ Board meetings

## Reporting Line

The Coaching Commission:

- Is accountable to the FeNZ Board
- Works closely with the National Development Director to ensure a cohesive overview of FeNZ activities across all Commissions.

## Meetings

- The Coaches Commission will:
  - Meet bi-monthly (minimum), with additional meetings as required
  - Virtual attendance is allowed to ensure broad participation
- Quorum: 3 members.
- The National Development Director may attend the Commission meetings
- Meeting minutes should be provided to the Administrator no later than 14 days after a Commission's meeting
- At least one member of the Coaches Commission will participate in strategic planning sessions where coaching input is relevant

## Reporting Deliverables

The Coaches Commission will provide the following:

- **Board reports**- Reporting to the Board is required to be aligned with the Board Meeting schedule.  
Includes updates on activities undertaken, the status of goals and objectives, milestones achieved, and any adjustments required.
- **Meeting minutes and action points** - Record of all commission meetings, including attendance, discussion outcomes, and assigned actions.
- **Recommendations** - Formal suggestions or initiatives within the commission's area of responsibility.
- **Summary of feedback and consultation** - Documentation of any consultations with the fencing community or other stakeholders - summarising insights and how they informed decisions.
- **Annual review** - A summary of the Commission's activities for the past 12 months, includes:
  - International appointments.
  - Annual plan and financial forecast for the following 12 months.
- **Coach register** - Maintain an up-to-date record of coach registrations and accreditations, including police vet expiry dates. The register should be reviewed every six months.

## Confidentiality and Ethics

- Members must respect the confidentiality of feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
  - Conflicts of interest will be dealt with on a case by case basis.
- All members are expected to uphold the ethical standards of FeNZ.

## Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** <date / month / year>

# Officiating Commission

## Terms of Reference

### Goals

The goals of the FeNZ Officiating Commission is to:

- Act as a liaison between Officials, the Board, the Commissions and the National Development Director.
- Provide a voice for officials and represent their views and interests in decision-making.
- Advise the Board on officiating matters, including rule changes and clarifications.
- Coordinate and manage FeNZ competitions in collaboration with Regional Sports Organisations (RSOs).
- Support RSOs in delivering regional competitions.
- Promote fair, consistent, and professional officiating to uphold integrity in competitions.
- Maintain and update registers for Referees and Directoire Technique (DT).
- Support training and development to ensure high standards in refereeing and DT roles.
- Oversee the national ranking system.
- Maintain official Card records (including Black Cards).

### Objectives

- Governance and Rule Management
  - Ensure all competitions are conducted in accordance with official rules and standards.
  - Recommend and implement changes to rules and regulations in line with FIE SEMI and Rules Commissions, including:
    - Equipment standards
    - Competition rules
    - National event standards
  - Adopt, maintain, and publish New Zealand's official rules, regulations, and Black Card policy.
  - Meet as required to review rules, develop training resources, and confirm official appointments.
- Competition Oversight
  - Develop and maintain an annual national competition calendar, ensuring balanced representation across all categories (senior, junior, cadet, veteran) and regions.
  - Enforce rules and officiating standards during competitions to uphold fairness, sportsmanship, and integrity.

- Oversee the planning and delivery of competitions in collaboration with regions and ensure alignment with national event standards.
- Officiating Standards and Appointments
  - Collaborate with RSO's to select and assign qualified officials (referees, DTs, technical/floor control, weapons control) for national and international competitions within NZ.
  - Maintain an up-to-date register of accredited referees, DTs, and other event officials.
  - Monitor officiating performance and manage dispute resolution related to officiating decisions and rankings.
- Training, Development and Accreditation
  - Oversee the development and accreditation of event officials.
  - Organize and promote training initiatives, workshops, and certification programmes at local, regional, national, and international levels.
  - Work with regional referee development coordinators and subject matter experts to deliver local training and recommend candidates for formal FeNZ accreditation.
  - Recommend training pathways and support professional growth across all officiating roles.
- Communication and Collaboration
  - Ensure timely and transparent communication regarding rules, decisions, officiating matters, and updates to the fencing community.
  - Promote national, Oceania, and international officiating events and development opportunities.
  - Collaborate with the National Development Director, other Commissions, and regional bodies to support officiating development and participation at all levels.
  - Formally approve official team members for all national events in partnership with regional stakeholders.
- Reporting and Advisory
  - Prepare regular reports on officiating matters, including evaluations, incident summaries, and recommendations for improvement.
  - Advise the FeNZ Board on officiating issues, rule clarifications, and strategic opportunities.
  - Debate and address other matters relevant to the interests of fencers and officials as they arise.

## **Commission Membership**

- The Officiating Commission shall comprise a minimum of 3 and a maximum of 5 representatives of the community, including:
  - 1 Referee representative
  - 1 DT representative.
- Commission members will vote to elect a Chairperson.
- Members must not be subject to any sanctions.

## **Selection**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, where there is more than one nomination, The Board will vote to determine the appointed member(s).
- The Commission members will vote to elect a Chairperson, subject to endorsement by the Board.

## Term of Appointment

- 2-year term.
- Members may reapply for a maximum of 3 consecutive terms.

## Responsibilities of the Chairperson

- Represent the Officiating Commission in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Officiating Commission in discussions with external stakeholders.
- Work with the Commission and other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Chair Officiating Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Escalate concerns or feedback to the Board for action, if required.

## Reporting Line

The Officiating Commission:

- Is accountable to the FeNZ Board
- Works closely with the National Development Director to ensure a cohesive overview of FeNZ activities across all Commissions.

## Meetings

The Officiating Commission will:

- Meet bi-monthly (minimum), with additional meetings as required.
- Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- The National Development Director may attend the Commission meetings.
- Meeting minutes should be provided to the Administrator no later than 14 days after a Commission's meeting.
- A member of the Athletes Commission should be included in planning sessions where athlete input is relevant.

## Reporting Deliverables

The Officiating Commission will provide the following:

- **Board reports** - Reporting to the Board is required to be aligned with the Board Meeting schedule. Includes updates on activities undertaken, the status of goals and objectives, milestones achieved, and any adjustments required.
- **Meeting minutes and action points** - Record of all commission meetings, including attendance, discussion outcomes, and assigned actions.
- **Recommendations** - Formal suggestions or initiatives within the commission's area of responsibility.
- **Summary of feedback and consultation**- Documentation of any consultations with the fencing community or other stakeholders—summarising insights and how they informed decisions.
- **Annual review** - A summary of the Commission's activities for the past 12 months, includes:
  - Tournaments, DT and referee national and international appointments.
  - Annual plan and financial forecast for the following 12 months.



- **Incident report** - Summary of incidents for each national tournament.
- **DT register** - Maintain an up-to-date record of current DT's. The register should be reviewed every twelve months.
- **Referees register** - Maintain an up-to-date record of current referees and accreditations. The register should be reviewed every twelve months.

### Confidentiality and Ethics

- Members must respect the confidentiality of fencers and officials feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
- Conflicts of interest will be dealt with on a case by case basis.
- All members are expected to uphold the ethical standards of FeNZ.

### Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** <date / month / year>

# Selection Commission

## Terms of Reference

### Goals

The goals of the FeNZ Selection Commission are to:

- To ensure the best available fencers are chosen to represent NZ at international individual and team events
- To ensure the selection process is transparent, fair, and aligned with FeNZ's objectives.

### Objectives

- Policy Oversight
  - Annually review and recommend updates to the FeNZ Selection Policy to ensure it remains current, relevant, and aligned with international standards and developments in fencing.
  - Maintain and recommend updates to the national selection criteria for international competitions.
- Athlete Selection and Performance Monitoring
  - Select and recommend fencers for international competitions (e.g., World Championships, Asian Championships, World Cups), in accordance with the FeNZ Selection Policy.
  - Pre-select teams for events without individual entry restrictions.
  - Utilise the National Ranking system and use it, alongside other performance data, to inform evidence-based selection decisions.
  - Monitor the performance and progression of fencers, particularly those involved in any recognised FeNZ High Performance Programme.
- Communication and Dispute Resolution
  - Provide clear and timely feedback to athletes on selection outcomes and performance.
  - Facilitate open communication between athletes, the FeNZ Board, Commissions, and the National Development Director.
  - Address and help resolve any concerns or disputes related to the selection process in a fair, transparent, and timely manner.
- Collaboration and Athlete Development
  - Work with the OAP Group to ensure a collaborative approach between selection, administrative support, coaching and development.
  - Collaborate with coaches, the National Development Director, and other relevant stakeholders to support athlete development and progression at local, national, and international levels.
  - Develop a well-rounded understanding of each fencer's capabilities and potential through ongoing engagement and information sharing.
- Reporting and Advisory
  - Prepare and submit selection reports for designated international competitions to the FeNZ Board, National Development Director, OAP and relevant committees.
  - Advise the Board on selections for recognised High Performance Programmes as required.
  - Raise and debate other matters relevant to the interests and development of fencers.

## Commission Membership

- The Selection Commission shall comprise a minimum of 3 and a maximum of 4 representatives of the community, ensuring diversity across:
  - Gender
  - Weapons (Epee, Foil, Sabre)
- Commission members will vote to elect a Chairperson (Head Selector).
- Members must not be subject to any sanctions.

## Selection

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, where there is more than one nomination, the Board will vote to determine the appointed member(s).
- The Commission members will vote to elect a Chairperson (Head of Selectors), subject to endorsement by the Board.

## Term of Appointment

- 2-year term.
- Members may reapply for a maximum of 3 consecutive terms.

## Responsibilities of the Chairperson

- Represent the Selectors Commission in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Athletes Commission in discussions with external stakeholders.
- Work with the Commission and other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Chair Athletes Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Escalate athlete concerns or feedback to the Board for action, if required.

## Reporting Line

The Selectors Commission:

- Operates in an advisory capacity.
- Is accountable to the FeNZ Board
- Works closely with the National Development Director & OAP to ensure a cohesive overview of FeNZ activities across all Commissions.

## Meetings

- The Selectors Commission will:
  - Meet bi-monthly (minimum), with additional meetings as required
  - Virtual attendance is allowed to ensure broad participation
- Quorum: 3 including the Chairperson
- The National Development Director may attend the Commission meetings
- Meeting minutes should be provided to the Administrator no later than 14 days after a Commission's meeting

- At least one member of the Athletes Commission will be included in strategic planning sessions where athlete input is relevant.

## Reporting Deliverables

The Selection Commission will provide the following:

- **Board reports-** Reporting to the Board is required to be aligned with the Board Meeting schedule. Includes recent activities, including athlete selections and any related disputes or issues requiring attention.
- **Meeting minutes and action points** - Record of all commission meetings, including attendance, discussion outcomes, and assigned actions.
- **Recommendations** - Formal suggestions or initiatives within the commission's area of responsibility.
- **Summary of feedback and consultation-** Documentation of any consultations with the fencing community or other stakeholders—summarising insights and how they informed decisions.
- **Annual review** – A summary of the Commission’s activities over the past 12 months, including all events attended by selectors in a monitoring capacity.
- Annual plan and financial forecast if required for the following 12 months.

## Confidentiality and Ethics

- Members must respect the confidentiality of athlete feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
- Conflicts of interest will be dealt with on a case by case basis.
- All members are expected to uphold the ethical standards of FeNZ

## Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** <date / month / year>

# FeNZ Operational Functions

## Operational Functions

Operational functions are roles that do not fit within Commissions but are critical to the functioning of the Sport.

Operational functions can be individual, or team based:

### Summary

- National Development Director
- Overseas Athlete Pathway
- Welfare Panel  
Health and Safety officer
- Treasury
  - National Administrator.
  - Data Management Team (IT / Rankings / Affiliation)
  - Funding Officer
  - Media Officer
  - Legal

## National Development Director

This role evolves the concept of a National Development Officer focussed on fencing development to that of a senior leadership role across the organisation.

Note for clarity. – While the Title referred to here is very similar to the current National Development Director/Officer. This is an entirely new role that will require a new Job Description. The current Development Director Role is disestablished with its functions moved either to this new role or OAP.

The role is tasked with ensuring the organisation is functioning coherently and as one. It would be expected that the NDD would be welcome at any Board/Commission/Group meeting within the organisation. Key deliverables include providing guidance and assistance where appropriate and importantly ensuring programmes are on track, acting as liaison between work groups and avoid any duplication across the organisation.

Our ambition is to see this evolve into a paid CEO role when the timing is appropriate.

## Terms of Reference

### Goals

This is a wide ranging role that has liaison responsibilities across all other Commissions and Roles with the ultimate goal:

- Liaise across all Commissions and roles within the organization.
- Oversee the growth and development of fencing in New Zealand.
- Support grassroots participation and pathway development.

- Drive improved performance at national and international levels.

## Objectives

- Collaboration
  - Ensures wherever possible there is collaboration between the different arms of the organisation to deliver FeNZ's strategic goals.
  - Act as liaison between the OAP, athletes, coaches, and governing bodies.
- Programme Development
  - Develop national programmes to improve fencer skills across all levels
  - Organize training camps / workshops for athletes and coaches, collaborating with the Coaches Commission and OAP.
- Competition Support
  - Support athlete access to competitions and related resources.
- Partnership Development:
  - Collaborate with clubs and other organisations to promote fencing at the grassroots level.
  - Monitoring and Evaluation
  - Monitor and improve development programs based on feedback.
- Support
  - Support Coach and Official development in collaboration with relevant Commissions.

## Responsibilities

- Provide Leadership
- Support all other operational groups
- Monitor the workflows of Commissions, Operational functions and RSO's to ensure progress, collaboration and success.

## Selection

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment. The Board has the discretion to seek interest outside the Fencing community.
- Following the nomination process, applicants are to be approved by the Board.
- Where there is more than one approved nomination, the Board will appoint a panel to interview and appoint an applicant.
- The final appointment must be ratified by the Board.
- The appointed person must not be subject to any sanctions.

## Term of Appointment

- 2-year term
- The incumbent may reapply for a maximum of 3 consecutive terms. The Board will conduct a formal review at the end of each term.

## Reporting Line

The National Development Director reports directly to the FeNZ Board Chairperson.

# Overseas Athlete Pathways

Fencers travelling overseas and those with higher International ambitions require support from numerous arms of the organisation. Selection, Team Management, Coaches, Athletes Commission and admin support through the Secretary.

We propose the formation of a new group drawing on representatives of each of the relevant Commissions/Treasury/Secretary General to formalise an administrative group to ensure success of all overseas. This group fulfils the role in a holistic way that traditionally might be called High Performance.

## Terms of Reference

### Goals

The goal of the Overseas Athlete Pathway (OAP) function is to:

- To guide the strategic direction, planning, and oversight of international athlete development including elite pathways.

### Objectives

- Strategy
  - Develop and regularly review the performance strategy of internationally competing athletes in alignment with FeNZ's overall mission.
- Benchmarks
  - Set realistic performance benchmarks and key goals for national teams and individual athletes.
- Athlete Pathways
  - Collaborate with the National Development Director to create and monitor sustainable athlete development frameworks.
- Selection
  - Contribute to transparent and objective athlete selection policies for national squads and international representation.
- Collaboration
  - Monitor athlete progress, results, and readiness in collaboration with coaches and programme leads.
- Resource Management
  - Advise on international coaching standards, appointments, and professional development.
  - Coordinate integrated support systems (e.g., sport science, psychology, nutrition, strength and conditioning).
- Administration
  - Facilitates international team selection, coaches and managers at international tournaments.
  - Liaises between Selection Commissions, Coaching Commission, Athletes Commission and Secretariat General to ensure success at international tournaments.
- Reporting
  - Report progress against strategic objectives.

## Members

### Selection

- It is proposed the formation of the group draws from a representative of each of the relevant Commissions, Treasury and Secretariat General.
- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, applicants are to be approved by the Board.
- Committee size to be determined
- The final appointments must be ratified by the Board.
- We recommend the Chair to be the Secretariat General or Head of Selectors.
- The appointed persons must not be subject to any sanctions.

### Term of Appointment

- 2-year term
- Members may reapply for a maximum of 3 consecutive terms.

### Responsibilities

- Provide a written report to the FeNZ Board in line with the Board meetings.
- Collaborate with the National Development Director, Commissions, and other relevant stakeholders to set goals and ensure they are achieved.
- Set annual development programme including budget, on an annual basis in a timeframe agreed with the board.
- Escalate concerns or feedback to the Board for action, if required.

### Reporting Line

The Chair of the OAP reports to the Board.

### Reporting Deliverables

The OAP team will provide the following:

- **Board reports** - Reporting to the Board is required to be aligned with the Board Meeting schedule. Includes updates on activities undertaken, the status of goals and objectives, milestones achieved, and any adjustments required.
- **Meeting minutes and action points** - Record of any meetings, including attendance, discussion outcomes, and assigned actions.
- **Recommendations** - Formal suggestions or initiatives within the commission's area of responsibility.
- **Summary of feedback and consultation** - Documentation of any consultations with the fencing community or other stakeholders—summarising insights and how they informed decisions.
- **Annual Review** - A summary of activities over the past 12 months, including:
  - All events attended by athletes.
  - Annual plan and financial forecast for the following 12 months.



## Confidentiality and Ethics

- Members must respect the confidentiality of athlete feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
- All members are expected to uphold the ethical standards of FeNZ

## Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** <date / month / year>

# Welfare Panel

The Welfare Panel is convened to Administer the Disputes, Complaints, Dispute Resolution and Raising Concerns Policy.

If the Welfare Panel deems there is a case to be heard the case will be referred to A Triage Sub committee which may be all of/part of The Welfare Panel. Additional people may be invited as appropriate.

- The Triage sub- committee may
  - Resolve the Case.
  - Refer the Case to a Disciplinary Committee.
  - Refer the Case to an External arbitrator (e.g. Sport NZ).
- Disciplinary Committee
  - Is convened by FeNZ Board Chair but may not sit on the committee
- Complaints Receipt Officer
  - The Complaints Receipt Officer is the initial point of contact for all formal complaints submitted to Fencing NZ. Their key duties include:
  - Being the designated recipient for lodging complaints.
  - Promptly acknowledging receipt of complaints.
  - Logging complaints in the register.
  - The Complaints Receipt Officer may also be the Chair of the Welfare Panel.

## Terms of Reference (Welfare Panel)

### Goals

The goals of the FeNZ Welfare panel are to:

- Act as a liaison between athletes, the Board and the Commissions.
- Administer the Disputes, Complaints, Dispute Resolution and Raising Concerns Policy.

### Objectives

- Dispute Resolutions
  - To resolve disputes between Members.
  - To resolve disputes between Member(s) and FeNZ, the FeNZ Board, Commissions or any FeNZ Subcommittee.
  - To resolve disputes between Member(s) and Commissions(s).
  - To resolve disputes between Commissions.
  - To resolve disputes between Commissions (s) and the FeNZ Board, or any FeNZ Subcommittee.
  - To resolve disputes arising at Affiliated Clubs and Regional Committees, but only where local or regional processes allow escalation to FeNZ's complaints and dispute resolution procedures or where the parties consent to such escalation.
  - To address wider concerns or feedback from anyone regarding FeNZ's Constitution, policies, processes, events, services, administration, or any other matter that, in the opinion of the FeNZ Board, relates to FeNZ's objectives.
  - To ensure effective communication with complainants throughout the process.

- Where appropriate, to communicate the outcomes to the wider community.

## Members

- Minimum 3. Maximum 5 people
- Members will vote to elect a Chairperson.
- Members must not be subject to any sanctions.

## Selection

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- Following the nomination process, applicants are to be approved by the Board.
- It is recommended that no more than 5 people are appointed to this function.
- The final appointments must be ratified by the Board.

## Term of Appointment

- 2-year term.
- Members may reapply for a maximum of 3 consecutive terms.

## Responsibilities of the Chairperson

- Represent the Panel in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Panel in discussions with external stakeholders.
- Work with the Commissions and other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Chair meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Escalate concerns or feedback to the Board for action, if required.

## Reporting Line

The Welfare team are accountable to the FeNZ Board

## Meetings

- The Disputes Commission will:
  - Meet in a timely manner to ensure all disputes are dealt within appropriate time frames.
  - Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- Meeting minutes to be held on file and managed at the discretion of the Chair.

## Reporting Deliverables

The Welfare team will provide the following:

- **Board reports** - Reporting to the Board is required to be aligned with the Board Meeting schedule. Includes updates on activities undertaken including a summary and the status of all current disputes., including those closed since the last report.
- **Meeting minutes and action points** - Record of all commission meetings, including attendance, discussion outcomes, and assigned actions.

- **Recommendations** - Formal recommendations or initiatives within the Panels area of responsibility.
- **Summary of feedback and consultation**- Documentation of any consultations with the fencing community or other stakeholders—summarising insights and how they informed decisions.
- **Annual Review** - Of the team’s activities for the past 12 months.

### Confidentiality and Ethics

- Members must respect the confidentiality of athlete feedback and internal discussions.
- Members must declare conflicts of interest where applicable.
- All members are expected to uphold the ethical standards of FeNZ

### Review

- These Terms of Reference shall be reviewed **every 2 years** or as required.
- Amendments must be approved by the FeNZ Board.
- **Next Review Date:** <date / month / year>

# Health and Safety Officer

## Terms of Reference

### Goals

The goals of Health and Safety are to:

- To ensure the safety, well-being, and development of all members.
- To contribute to a safe, positive, and productive environment for everyone involved.
- To provide support and protect athletes from physical harm.
- To ensure compliance with safety regulations.

### Objectives

The responsibilities of the Welfare / Health and Safety are under review

Typically, the role should encompass but not be restricted to:

- Culture
  - Foster a positive, respectful, and inclusive culture within FeNZ that values the well-being of all participants
- Safeguarding
  - Protect all members from abuse and harm, ensuring a safe environment for everyone involved.
  - Promote athlete well-being, safety, and fair treatment.
- Education and Awareness
  - Promote awareness and understanding of health and safety issues, including mental health, bullying, and inclusivity.
  - Promote awareness of drug and doping issues, as well as safeguarding practices, through training and resources.
- Policy Implementation
  - Ensure that FeNZ's health and safety policies and procedures are effectively and timely implemented and adhered to.
- Communication
  - Establish and communicate clear channels for reporting concerns and ensure that any issues are addressed promptly and appropriately.

### Members

- One or more people.

### Selection

Following the nomination process, where there is more than one nomination, the Board will vote to determine the appointed member(s).

### Term of Appointment

- 2-year term
- Members may reapply

### **Responsibilities**

- Provide a written report to the FeNZ Board in line with the Board meetings.
- Collaborate with the National Development Director, Commissions and other relevant stakeholders to ensure the goals and objectives are achieved.
- Escalate concerns or feedback to the Board for action, if required.

### **Reporting Line**

Health and Safety is accountable to the Board.

## **Treasury Function**

The following roles are responsible to the Treasurer with oversight from the Secretariate General.

### **National Administrator**

The National Administrator is a part time paid role.

#### **Terms of Reference**

##### **Goals**

The goal of the FeNZ Administrator is to:

- To coordinate and assist with administrative tasks.
- To support communication.

##### **Objectives**

- Paid administration role within the organisation
- Support the FeNZ Treasurer, Secretariat General and Board

##### **Responsibilities**

- As per FeNZ Job description.

##### **Selection**

Following the application process, where there is more than one applicant, the Treasurer in consultation with the Board will determine the appointed person.

##### **Term of Appointment**

- As deemed appropriate by the Board.

##### **Reporting Line**

The FeNZ Administrator:

- Reports directly to the FeNZ Treasurer.

# Data Management

The data management team responsibility is to take a holistic view of managing data within the organisation including Rankings, Affiliations, and website management.

## Terms of Reference

### Objective

- To maintain and update the FENZ Individual Competition Rankings in a timely manner, ensuring accuracy and integrity in the ranking process.
- To support all other Groups in managing databases especially Fencers data and Affiliations.
- To provide data to all other operational groups in a manner that assist them performing their roles.

### Goals

- Manage data:
  - Collect, organise, and publish local and international results for timely ranking updates
- Maintain rankings:
  - Ensure ranking systems are fair, transparent, and up to date
- Communicate issues:
  - Alert key stakeholders to technical problems or ranking irregularities
- Collaborate:
  - Collaborates with DTs, regions, and selectors to support accurate rankings

### Members

- One or more people.

### Selection

Following the nomination process, where there is more than one nomination, the Board will vote to determine the appointed member(s).

### Term of Appointment

- 2-year term
- Members may reapply

### Responsibilities

- Provide a written report to the FeNZ Board in line with the Board meetings.
- Collaborate with the National Development Director, Commission and other relevant stakeholders to ensure the goals and objectives are achieved.
- Escalate concerns or feedback to the Board for action, if required.

### Reporting Line

- Reports directly to the FeNZ Treasurer.



# Funding Officer

## Terms of Reference

### Goals

The goals of the Funding function are to:

- Secure financial support to deliver programmes, purchase equipment, and achieve community goals.
- Manage grants with stakeholders to sustain and grow fencing in New Zealand.

### Objectives

- Identify funding opportunities aligned with FeNZ's strategic goals and programmes.
- Prepare grant proposals in collaboration with key stakeholders to meet funder requirements.
- Develop and manage budgets for grant applications, ensuring accuracy and compliance.
- Build relationships with funders and community partners to enhance collaboration.
- Monitor grant use and report on outcomes, compliance, and financial tracking.
- Align funding priorities with FeNZ's strategic and development goals through collaboration.
- Work closely with all groups within the organisation including RSOs to ensure all needs identified and worked on.

### Members

- One person but envisioned working with a dedicated person within each RSO.

### Selection

Following the nomination process, the Treasurer in conjunction with the Board will approve the appointed person(s).

### Term of Appointment

- 2-year term.
- Members may reapply.

### Reporting Line

- Reports directly to the FeNZ Treasurer.

# Media Officer

## Terms of Reference

### Goals

The goals of the Communications and Marketing Officer are to:

- Shape the public image of fencing.
- Support the growth of the sport through strategic outreach and branding.
- Promote fencing in New Zealand by increasing the visibility of FeNZ and RSO activities.
- Ensure effective internal and external communication.

### Objectives

- Communications Strategy
  - Develop and implement a communications strategy aligned with FeNZ's goals.
  - Internal Communications:
    - Coordinate internal communications to ensure athletes, officials, coaches, and stakeholders are informed of key developments and events.
- External Communications
  - Prepare newsletters, press releases, and official announcements.
- Media
  - Increase coverage of fencing events and athletes using all available media channels
- Brand
  - Develop and ensure consistency of visual identity and messaging across all platforms and materials

### Members

- One or more people to fulfill the role, supported by roles within the RSO's.

### Selection

Following the nomination process, the Treasurer will appoint the person(s) with the Boards approval.

### Term of Appointment

- 2-year term
- Members may reapply.

### Reporting Line

- Reports directly to the FeNZ Treasurer. However, it may be more appropriate to report to Secretariat General.

# Legal

Not a formal role be contracted or sought from within the community as required

## Terms of Reference

### Objective

- Provide legal advice to safeguard FeNZ and support its mission.
- Advise on liability and risk management to ensure legal compliance and effective governance.

### Goals

- Provide legal advice on contracts, compliance, and governance.
- Advise the Board on legal implications of decisions.
- Advise the Board on liability risks and mitigation strategies.
- Review and improve policies for legal compliance.
- Support dispute resolution through mediation and negotiation.
- Draft and review legal documents and contracts.
- Ensure regulatory compliance with laws and sport regulations.

### Members

- One or more people.

### Term of Appointment

- As required

### Reporting Line

Treasurer and Board Chair