



# Fencing New Zealand

(Fencing New Zealand Incorporated)

## Organisational Structure

V2.0 | 17 April 2026

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## Introduction

This document is the output of a review of Fencing New Zealand’s (FeNZ) current organisational structure. Opportunities for improvement were considered, and recommended changes are proposed to support effective governance, accountability, and performance.

The review considered the existing structure, with a scope focused on examining the current organisational structure; the Terms of Reference for each Commission and include assessing their suitability for purpose. The review was aligned with the newly adopted Constitution, the FeNZ Development Plan and conducted with reference to the current Terms of References for the Commissions.

Like many sporting organisations, FeNZ faces challenges in managing the organisation, achieving high performance, and developing the sport at grassroots level with limited volunteer resources. By clarifying roles and purpose the review seeks to strengthen accountability, enabling effective management.

The following table summarises some of the issues facing FeNZ and outlines how the review’s proposals address them as well as where work beyond the scope of the review is required to do so.

Issue	Response
<i>Transparency:</i> There has been a lack of transparency around Commission and National Officer roles, who is on the Commissions and their term of appointment.	We propose that broad role descriptions together with the names of all Commission members and national office holders and their term of appointment be published on the FeNZ website, together with links to their Terms of Reference/Position Descriptions.
<i>Direction &amp; Delivery:</i> Some Commission members and National Officers have been concerned that there is insufficient direction from the Board or clear priorities established for them. Equally, there has been some concern that Commissions and National Officers have not been focused on delivering what the organisation requires of them.	This paper clarifies the respective roles and responsibilities of the Board, Commissions and national officers. We also propose the establishment of a new Director role to improve business strategy development, annual planning, budgeting and program management. This should help confirm key priorities, accountabilities and resource requirements and support delivery. The role can also support the President and Secretary General in facilitating coordination and delivery of the organisation’s business activities by supporting more effective programme management and reporting.
<i>Volunteer fatigue and Resourcing:</i> Board, Commission, and National Officer roles are filled by volunteers who shoulder significant workloads that can result in volunteer ‘fatigue’ and burnout. With the exception of our part-time National Administrator, we do not have the paid personnel that other National Sporting Organisations (NSOs) and Regional Sports Organisations (RSOs) have to support the design and delivery of national and regional programmes.	While beyond the scope of this review, we support FeNZ actively seeking to increase its revenue so it can increase the hours of the National Administrator to enable them to provide further support to the Commissions and selected National Officer roles. It should also aim to generate the revenue required to fund a more senior paid role or roles. While likely requiring a further rethink of national officer responsibilities and reporting lines, it could alleviate workload pressures and better coordinate the delivery of our core activities.  The appointment of the Partnerships & Funding Officer is also a key step in securing funding to resource key programmes and paid staff positions. In the longer term, growth in the membership base will also help generate revenue to better resource programmes and pay for staff.

The review process has incorporated feedback from the wider fencing community, collected through a survey and review of the draft document. While the document largely retains the current structure and roles, it introduces two new concepts: the establishment of a new Director's position and the Athlete Pathways and High-Performance Commission (APHPC). It outlines the responsibilities of the Board, Commissions, and additional operational roles. It does not include a review of the RSOs.

## Fencing New Zealand – Purpose and Key Functions

In 2025 Fencing New Zealand adopted a new Constitution commiserate with the requirements of the Incorporated Societies Act 2022

The Constitution defines the purpose Fencing New Zealand. (Section 3)

<https://www.fencing.org.nz/resources/documents/constitutions/288-fencing-nz-constitution-2025-final/file>

### **The purpose of Fencing New Zealand is to:**

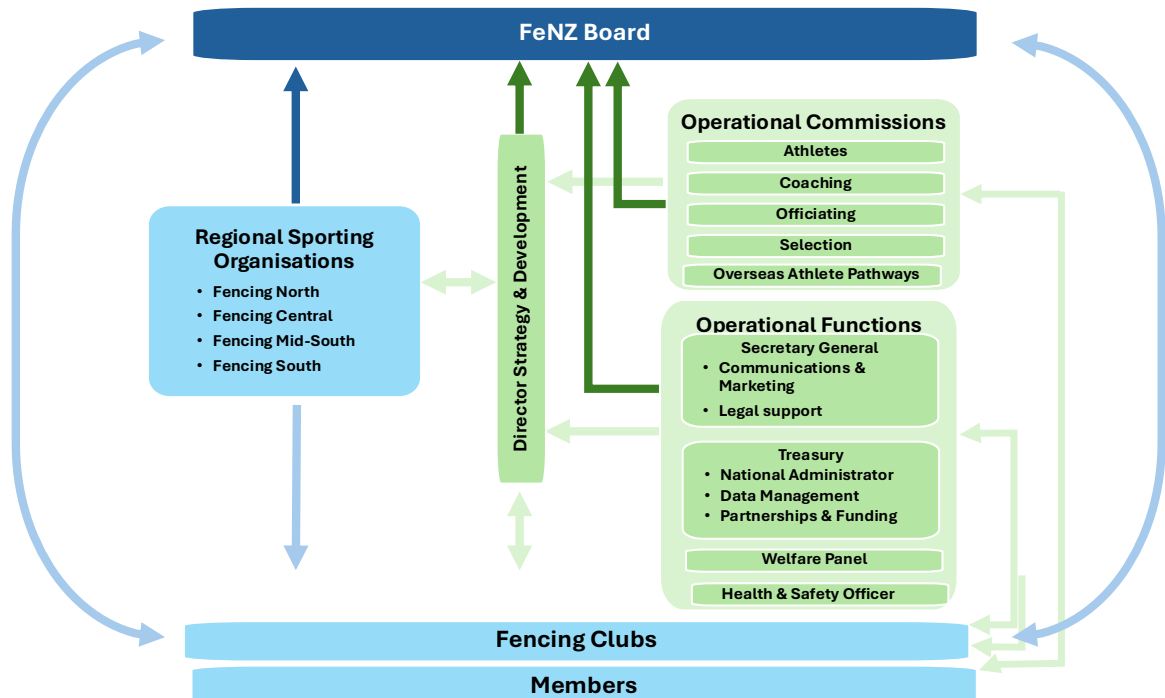
- a) be the national body in New Zealand to promote, develop, foster and administer High Performance, Competitive and recreational Fencing, mainly as an amateur sport, for the health, well-being, benefit and recreation of the general public in New Zealand.
- b) support, assist and build the capability of its Members to deliver Fencing throughout New Zealand.
- c) promote opportunities and develop programmes and facilities to enable, encourage and enhance the participation, enjoyment and performance of individuals of all ages and abilities in Fencing in New Zealand.
- d) lead, promote and enable diversity, equity and inclusion across the whole organisation including governance and participation in Fencing.
- e) encourage, promote and regulate Fencing as a sport and activity to be undertaken in a manner which upholds the principles of fair play.
- f) establish, promote, develop and co-ordinate international, national, regional and other Fencing competitions and events.
- g) publish and enforce the rules of Fencing as enacted by the FIE and adopted or amended by Fencing New Zealand.
- h) protect and enhance the integrity and reputation of Fencing and Fencing New Zealand by developing and enforcing rules, standards of conduct, ethical behaviour and implementing good governance that fulfil the Purpose of Fencing New Zealand.
- i) establish suitable qualifications and facilitate training for Fencing coaches, referees, technical directors, weapon controllers and other officials in New Zealand.
- j) provide a registration scheme for Fencing professionals, leaders, coaches, referees technical directors, weapons controllers and other officials in New Zealand.
- k) develop, co-ordinate and manage High Performance programmes for Members of Fencing New Zealand.
- l) give and seek recognition for individuals to obtain awards or public recognition for their services to Fencing and/or Fencing New Zealand.
- m) encourage, and advocate for, the development of facilities for all fencers.
- n) act as an advocate for its Members and for the sport of Fencing.
- o) work collaboratively and cooperatively with other bodies and organisations concerned with Fencing, and sport and recreation more generally, in New Zealand.
- p) be the member federation representing New Zealand on the FIE and be a member of and/or cooperate with other Fencing bodies internationally; and

- q) be the national sporting organisation for the sport of Fencing in New Zealand and point of contact for FIE, Commonwealth Fencing Federation and Oceania Fencing Confederation and other international Fencing organisations and contact point for Fencing with Sport New Zealand, High Performance Sport NZ, Women in Sport Aotearoa, the Sport Integrity Commission, New Zealand Olympic Committee and the Sports Tribunal of New Zealand.

**This document recommends the appropriate organisational framework to enable the organisation to meet the purposes for which it has been established.**

## Proposed FeNZ Structure

The following diagram provides a high-level overview of the entities within FeNZ. Each entity has its own operational structure, and the roles listed under Operational Functions are intended to fulfil specific functional responsibilities. This document does not define the activities of each entity beyond their structural and functional roles.



## FeNZ Board

The current FeNZ Board comprises 9 elected members:

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

### The Role of the Board

The Board sets the governance and strategic direction of the organisation.

The Board is responsible for ensuring that the organisation remains true to its mission and achieves its long-term goals. The Board as a whole does not perform operational duties. Board members may sit on Commissions or perform other executive or operational roles within the organisation. The President, Secretary General and Treasurer, for example, perform specific executive functions.

The operational duties of Board members are not yet included in this paper.

The authors recommend that additional appendices be added to this document, comprising job descriptions for the President, Secretary, and Treasurer. A new Board established March 2026 provides the opportunity for those elected to Executive roles (President/Secretary/Treasurer) to define these roles according to their strengths and capabilities within the structure of this document.

### Core Responsibilities of the Board

#### Governance and Oversight

Governance includes establishing policies, procedures, and ethical standards that guide the organisation's operations. The Board is responsible for monitoring the performance of the national organisation, as well as the regional organisations that administer fencing in their respective regions on behalf of Fencing New Zealand.

#### Strategic and Annual Planning

A strategic plan serves as a roadmap for the organization and ensures that all efforts are focused on achieving these goals and objectives. The Board is responsible for adopting and regularly monitoring and reviewing an annual plan and budget. including a programme for NZ national and regional tournaments

#### Financial Oversight

The Board ensures the financial health of the organisation. This includes approving budgets, monitoring financial performance, and ensuring that resources are used effectively and efficiently at both national and regional levels.

**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 Commissions and other national roles work to enhance the sport and support the overall objectives as set by the Board.

**Communication**

The Board is responsible for ensuring that decisions, policies, and strategic directions are effectively communicated to all stakeholders, including Commissions, operational volunteers, members, and the wider fencing community.

**Advocacy and Representation**

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

**Compliance and Accountability**

The Board ensures compliance with all relevant laws, regulations, and ethical standards. Members must stay informed of legal and regulatory requirements and ensure that the organisation adheres to them.

**Evaluation**

Regular evaluation of both individual and collective Board performance is crucial for continuous improvement. This process helps identify areas for development and ensures the Board remains effective and responsive to the organisation's evolving needs.

**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 may 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

Fencing New Zealand's Commissions contribute to the development, governance, and strategic growth of fencing across key areas. Each Commission is assigned specific goals and measurable objectives to support this purpose.

Commissions operate within the framework set by the Board and are accountable for achieving agreed outcomes in their respective areas. Each Commission has defined Terms of Reference outlining its purpose, responsibilities, and reporting requirements. While Commissions may carry out operational activities, their primary function is to ensure the effective development, management, and promotion of their assigned area.

All Commission members should be, or invited to become, members of Fencing New Zealand and remain in good standing for the duration of their term notwithstanding that the Board has the power to co-opt or appoint to any Committee a person or persons whose advice or assistance it may consider of special value, whether or not they are a member of FeNZ when so co-opted.

### Commission Size

The preferred composition of a Commission is four or more members, with no fewer than three members required for a quorum.

### Length of Service

The Board should seek candidates that are prepared to be appointed for a three-year term on its Commissions or in National Officer roles, unless otherwise specified in the position description. The terms of appointment should include an option for renewal for a further three-year period by mutual agreement between the Commission member/office holder and the Board unless otherwise specified in the position description.

All Commission member and national officeholder positions should be subject to a formal review and contestable appointment process leading up to the conclusion of the sixth year in office. The process should not preclude an incumbent member or office holder from reapplying for the same role as part of the recruitment process. It is the role of the Board to conduct the review and appointment process in a manner that ensures continuity in Commission and National Officer roles.

Unless otherwise provided for by the Board, an individual should not serve on more than one Commission or hold a Commission role concurrently with any other specified governance or leadership role within the organisation.

Ideally to ensure both continuity and renewal, Commission memberships shall be staggered so there is continuous renewal. The objective is to preserve organisational knowledge while ensuring regular refreshment of experience and perspectives within the group.

### Reporting

Board reports and Annual Reviews shall be forwarded to the Secretary General and National Administrator in a timely manner. Annual Reviews shall be circulated to all members as part of the AGM documentation. This ensures members are informed about organisational activities and the scope of work undertaken.

## Commissions at a Glance

Commission	Mandate	Reports To
Athlete Commission	Represent athlete interests. Liaison between athletes, the Board and the Commissions.	FeNZ Board
Coaching Commission	Train and certify coaches; monitor national coaching standards.	FeNZ Board
Officiating Commission	Coordinate the national tournament & events calendar, tournament standards, and safety protocols. Oversee training and certification of referees and DT's; monitor national officiating standards.	FeNZ Board
Athlete Pathways & High-Performance Commission	Support and optimise the performance of athletes representing New Zealand overseas.	FeNZ Board
Selection Commission	Ensure the best available fencers are selected to represent NZ at international events based on the FeNZ Selection Policy.	FeNZ Board

# Athletes Commission

## Terms of Reference

### Goals

The goals of the FeNZ Athletes Commission are to:

- Provide a voice for Athletes and represent their views and interests in decision-making.
- Act as a liaison between Athletes, the Board, the Commissions and national and regional officers.

### 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, National Officers, Regional Executives and Officers.
  - 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, national officers, regional executives and officers and other professionals to enhance decision-making and support for athletes.

### Commission Membership

- The Athletes Commission shall comprise a minimum of 4 representatives. 4-6 is recommended.
- The Commission should represent diversity across:
  - Gender
  - Weapons (Epee, Foil, Sabre)
  - Age, including a Junior, Senior and Veteran athlete.
- 2025 RSO Constitutions require the appointment of an Athletes Representative on each RSO Regional Board. If not elected members to the Athletes Commission, the representatives should be invited to attend Athletes Commission meetings, acting as a key liaison between the Commission and the RSOs.
- The Commission members will vote to elect a Chairperson, subject to endorsement by the Board. Appointment of a Vice-Chair is recommended.

## **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).
- Election for general positions to the Commission may not be competitive. In a situation where an election is not necessary, the existing Commission can nominate individuals to the Board for approval.

## **Term**

3 years. Members may stand for a second term, but the position is contestable and subject to athlete member vote where there are more candidates than positions available.

## **Responsibilities of the Commission**

- Represent athletes in discussions at FeNZ Board and special meetings.
- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent athletes in discussions with external stakeholders.
- Work with other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Escalate athlete concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from other Commissions or the Board in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## **Responsibilities of the Chair**

- Chair Athletes Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Be the primary representative of the Commission at FeNZ Board meetings.

## **Reporting Line**

The Athletes Commission:

- Operates in an advisory capacity.
- Is accountable to member athletes and the FeNZ Board.
- Works closely with the other Commissions and National and Regional Officers to ensure a cohesive overview of FeNZ activities across all Commissions.

## **Meetings**

- The Athletes Commission should:
  - Meet once every two months (Bi-monthly), with additional meetings as required.
  - Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- Meeting minutes or a meeting summary should be provided to the National Administrator no later than 14 days after a Commission meeting.
- At least one member of the Athletes Commission should be included in Board strategic planning sessions.

## 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. Reports should include 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 planning and review** - Of the Commission's activities for the past 12 months. Appraise the Board of its 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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# Coaching Commission

## Terms of Reference

### Goals

The goals of the FeNZ Coaches Commission are 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
  - Set long-term coaching development goals aligned with the overall FeNZ Strategy and National Development Plan.
  - Set a coach development programme with a three- year outlook, 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 delegated panel member on coach appointments for selected events, and international / managed tours.
- Coaching Development
  - The Commission's 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.
- Coaching 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
  - Facilitate open communication between coaches, the FeNZ Board, Commissions, and other national office holders.
  - 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 Director Strategy and Development to support coach development, accreditation, and participation at all levels.
- Liaise with the other Commissions, national and regional officers 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.
  - Provide advice on other matters relevant to coaches' interests as they arise.

### **Commission Membership**

- The Coaches Commission shall comprise a minimum of 4 representatives of the coaching community, ensuring diversity across:
  - Gender.
  - Weapons (Epee, Foil, Sabre).
  - Four regions.
- Commission members will vote to recommend a Chairperson whose appointment is subject to Board approval.

### **Person Specification/Competency Requirements**

- To be included prior to the Board commencing the appointment process.

### **Appointment**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board one of which may be the Head of Coaching Commission or their nominee. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.
- The Commission members will vote to nominate a Chairperson for Board approval.

### **Term**

3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board. Positions are subject to a formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude an incumbent Commission member reapplying for the role for a third and final term.

### **Responsibilities of the Commission**

- Represent Coaches in discussions at FeNZ Board and special meetings.
- Provide minutes/meeting summaries or written report to the FeNZ Board in line with the Board meeting schedule.
- Represent Coaches in discussions with external stakeholders.

- Work with other relevant stakeholders to ensure the Commission’s goals and objectives are achieved.
- Escalate coaches concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from other Commissions or the Board in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

### Responsibilities of the Chairperson

- Chair Coaches Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Be the primary representative of the Commission at FeNZ Board meetings.

### Reporting Line

The Coaching Commission:

- Is accountable to the FeNZ Board.
- Works closely with National and Regional Officers, including the Director Strategy & Development, and other Commissions to ensure a cohesive overview of FeNZ activities across the organisation.

### Meetings

- The Coaches Commission will:
  - Meet 2-monthly (minimum), with additional meetings as required.
  - Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- Meeting minutes/reports should be provided to the National Administrator within 14 days of a Commission’s meeting.
- The Coaches Commission will participate in strategic planning sessions where coaching input is relevant.

### Deliverables

- **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 planning and review** - A summary of the Commission’s activities for the past 12 months, including:
  - International appointments.
  - Annual coach development plan – with a three-year outlook 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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# Officiating Commission

## Terms of Reference

### Goals

The goals of the FeNZ Officiating Commission are to:

- 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.
- Use the national ranking system to seed athletes for national competitions.
- Maintain official Card records (including Black Cards).
- Act as a liaison between Officials, the Board, the Commissions and national and regional officers, including the Director Strategy and Development.
- Communicate with RSOs, Clubs, and Individuals, including responding to queries or helping identify the appropriate contacts and resolve issues.

### 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 the FIE Statutes, FIE Administrative Rules, and SEMI 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 (tournament) calendar, ensuring balanced representation across all categories (senior, junior, cadet, youth, veteran) and regions.
  - Oversee the planning and delivery of competitions in collaboration with regions and ensure alignment with national standards and availability of medals and trophies for presentations.
  - Manage podiums and protocols at competitions.
  - Enforce rules and officiating standards during competitions to uphold fairness, sportsmanship, and integrity.

- Verify entrant affiliation and membership for national competitions.
- Ensure secure storage and easy access for review of video footage.
- **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 competition officials, recording attendance at Regional, National, and international competitions and training courses.
  - Monitor officiating performance and manage dispute resolution related to officiating decisions and rankings.
- **Training, Development and Accreditation**
  - Oversee the development and accreditation of competition 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.
  - Establish a referees and other officials' development programme – with a three-year outlook - including budget, on an annual basis in a timeframe agreed with the Board.
  - Liaise with the FIE and Asian Zone on referee qualification queries and advice.
  - Liaise with Fencing Time on New Zealand specific requirements and support regional setup and training.
- **Communication and Collaboration**
  - Ensure timely and transparent communication regarding FIE notices; rules; decisions; officiating matters; and updates to the fencing community.
  - Promote national, Oceania, and international officiating events and development opportunities.
  - Collaborate with the other Commissions, regional bodies, and the National Development Director 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, strategic opportunities and FIE notices.
  - 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 representatives of the community, including:
  - 1 Referee representative
  - 1 DT representative.
- Commission members will vote to nominate a chairperson for Board approval.

## **Appointment**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board one of which may be the Head of the Officiating Commission or their nominee. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.
- The Commission members will vote to elect a chairperson, subject to endorsement by the Board.

## **Person Specification/Competency Requirements**

- To be included prior to the Board commencing the appointment process.

## **Term**

- 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board.
- Positions are subject to a formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude an incumbent Commission member reapplying for the role for a third and final term.

## **Responsibilities of the Commission**

- Provide a written report to the FeNZ Board in line with the Board meeting schedule.
- Represent the Commission in discussions with external stakeholders.
- Work with other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Escalate concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from other Commissions or the Board in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## **Responsibilities of the Chairperson**

- Chair Officiating Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Be the primary representative of the Commission at FeNZ Board meetings.

## **Reporting**

The Officiating Commission:

- Is accountable to the FeNZ Board.
- Works closely with the National and Regional Officers, including the Director Strategy and Development, and other Commissions to ensure a cohesive overview of FeNZ activities across the organisation.

## Meetings

The Officiating Commission will:

- Meet 2-monthly (minimum), with additional meetings as required.
- Virtual attendance is allowed to ensure broad participation.
- Quorum: 3 members.
- 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

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 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 planning and review** - A summary of the Commission's activities for the past 12 months, including:
  - Tournaments, DT and referee national and international appointments.
  - Annual officials' development plan with a three-year outlook and financial forecast for the following 12 months.
  - Goals and work plan for the coming 12 months and any associated budget if required.
- **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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# Selection Commission

## Terms of Reference

### Goals

- 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 Selection Policy and athlete development objectives.

### Objectives

- Policy Oversight
  - Bi-annually lead a 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 in accordance with the FeNZ Selection Policy (e.g. World Championships, Asian Championships, World Cups etc).
  - Utilise the National Ranking system and use it, alongside other selection 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, regions, 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.
  - Advise the Officiating Commission in a timely manner of team numbers to assess referee requirements, where applicable.
- Collaboration and Athlete Development
  - Work with the Athletes Pathway and High-Performance Commission to ensure a collaborative approach between selection, administrative support, coaching and development.
  - Collaborate with coaches, the Director Strategy and Development, 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, Athlete Pathways and High-Performance Commission, Director Strategy and Development, and other relevant Commissions.
  - 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 representatives of the community, ensuring diversity across:
  - Gender
  - Weapons (Epee, Foil, Sabre)
  - Four regions.
- Commission members will vote to nominate a Chairperson (Head Selector) for Board approval.

## **Person Specification/Competency Requirements**

- To be included prior to the Board commencing the appointment process.

## **Appointment**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board one of which may be the Head of Selectors or their nominee. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.
- The Commission members will vote to elect a Chairperson, subject to endorsement by the Board.

## **Term**

3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board. Positions are subject to a formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude an incumbent Commission member reapplying for the role for a third and final term.

## **Responsibilities of the Commission**

- To make timely selection decisions in accord with the FeNZ Selection Policy.
- Provide written reports to the FeNZ Board in line with the Board meeting schedule.
- Represent the Selectors in discussions with external stakeholders.
- Work with other relevant stakeholders to ensure the Commission's goals and objectives are achieved.
- Escalate athlete concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from other Commissions or the Board in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## **Responsibilities of the Chairperson**

- Chair Selectors Commission meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Be the primary representative of the Commission at FeNZ Board meetings.

## Reporting Line

The Selectors Commission:

- Operates in an advisory capacity
- Is accountable to the FeNZ Board
- Works closely with the National Development Director, National and Regional Officers, and other Commissions to ensure a cohesive overview of FeNZ activities across the organisation.

## 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.
- 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:

- **Selection Decisions:** Timely selection decisions made in accord with the FeNZ Selection Policy
- **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 planning and 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 fencers and coaches' 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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# Athlete Pathways & High-Performance Commission

Fencers travelling overseas and those with higher international ambitions require support from numerous arms of the organisation including Selection, Team Management, Coaches, Athletes Commission and administrative support through the Secretary-General and National Administrator.

The Secretary General currently performs and oversees key administrative roles supporting athletes' activities offshore, including managing FIE compliance, FeNZ rules and organising the support required from Team Managers, Assistant Managers and Coaches. Supporting offshore participation of NZ Athletes is significant work for one person. A more formalised team approach to oversee both the administrative functions and the development of a high-performance programme with a longer-term outlook is recommended to enhance NZ athletes' offshore activities and make the responsibilities manageable.

We propose the formation of a new Commission convened by the Secretary General OR a dedicated Director of Athlete Pathways and High Performance and initially supported by an establishment group. The Establishment Group could include representation from each of the relevant Commissions, Treasurer, Secretary General and the Partnerships and Funding Officer to support the development of an Athlete Pathways and High-Performance Programme Plan that can optimise the performance of our individual athletes and NZ teams internationally. We anticipate this will be a transitional group that will hand over to a smaller group of Commission members who can oversee the implementation of the programme.

Given the key stakeholders that support high performance are part of this Group, it is recommended that the former National Development Director be included in the establishment group to provide continuity, subject to their availability.

## Terms of Reference

### Goals

The goal of the Athlete Pathways & High-Performance Commission (APHPC) is to:

- To guide the strategic direction, planning, and implementation of FeNZ's international athlete development including a high-performance programme, NZ managed teams and coach-led overseas tours.

### Objectives

- Strategy
  - Develop and regularly update an Athletes' Pathway and High-Performance Programme Plan to support 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
  - Create and monitor sustainable athlete development frameworks in collaboration with the relevant Commissions and Officers including the Director of Strategy and Development.
- 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
  - Coordinate integrated support systems (e.g., sport science, psychology, nutrition, strength and conditioning).
- Administration
  - Facilitate international team selection, coaches and managers at international tournaments.
- New Zealand High Performance Team Management and Administration
  - Oversee the delivery of NZ managed team participation in targeted overseas competitions.
  - Oversee the appointment of coaches and managers for NZ managed teams.
  - Support and oversee the delivery of coach-led overseas development tours.
  - Liaise between Selection Commissions, Coaching Commission, Athletes Commission and the Secretary General to ensure success at international tournaments.
  - The previous responsibilities of the National Development Director will now be the shared responsibility of the new Commission convened by the Commission Chair.
- Reporting
  - Report on progress against strategic objectives.

### **Commission Membership**

The Commission should comprise:

- The Secretary General OR a dedicated Director of Athlete Pathways and High Performance who will be responsible for convening the Commission and leading the development and implementation of an athlete pathways and high-performance programme.
- An initial Establishment Group comprising representatives from the Selectors, Officiating, Coaching and Officiating Commissions and the former National Development Director (if available) will progress the development on an initial programme plan. Provision should be made for 1–2 independent members with expertise in athlete development or high performance. Other National Officers may be invited to participate in Commission meetings on an as required basis.
- We anticipate the Establishment Group will advise on the final composition of the Commission. We expect in addition to the Convenor the Commission may include a further 3-4 members.

### **Convenor Options Analysis**

Two leadership options are proposed for the Commission: appointing the Secretary General or appointing a dedicated Director.

#### **Option 1: Secretary General:**

- Immediate availability and continuity of leadership.
- Already undertakes key administrative functions within scope (e.g. FIE licensing, individual and team entries, official contact for international events (including competition) communications).
- Primary point of contact with the FIE and overseas organisations.
- Established or developing relationships with Commissions and National Officers, supporting coordination and performance outcomes.

- Drawbacks:
  - Additional workload.
  - Expands responsibilities into programme and policy development, implementation, and convening functions.
  - Potential gaps in specialist expertise in high-performance sport

#### **Option 2: Appoint Dedicated Director**

- Provides focused capacity to lead programme delivery.
- Specialist expertise in international competition, and high-performance sport.
- Stronger coordination across Commissions and National Officers due to available time.
- Drawbacks:
  - Time required to recruit a suitable candidate.
  - Duplication and inefficiencies where responsibilities overlap with the Secretary General's existing role as primary contact with the FIE and overseas organisations, particularly in administration and external communications.
  - Delays in notifying the fencing community (e.g. fencers and referees) of communications received by the Secretary General, particularly during time-constrained periods.

#### **Appointment**

- We recommend the Board decide whether the Commission is convened by the Secretary General or a dedicated Director.
- We propose the relevant Commissions recommend nominees for the establishment group roles for Board agreement.
- If the Board decides a dedicated Director should convene the Commission, the Director's position should be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board one of which may be the Secretary General or their nominee. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment committee will provide recommendations to the Board for approval.
- The newly appointed Director should consider whether to co-opt additional members with expertise in athlete development and high performance to the Establishment Group.

A similar appointment process should be followed for the substantive Commission positions once determined by the Establishment Group.

#### **Term**

The Director and substantive Commission Member appointments should be for 3 years with the option of renewal for a further 3 years by mutual agreement between incumbents and the Board. Positions are subject to a formal review and a contestable appointment process leading up the conclusion of the sixth year in office. The appointment process does not preclude an incumbent Commission member reapplying for the role for a third and final term.

#### **Responsibilities**

- Develop and implement an Athlete Pathway and High-Performance Programme Plan which is expected to have at least a 5-year outlook.

- Provide written reports to the FeNZ Board in line with the Board meetings.
- Collaborate with the Commissions, national and regional officers and other relevant stakeholders to set goals and ensure they are achieved.
- Set 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.
- Respond to questions or requests for opinions or information from the Board or Commissions in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## Reporting Line

The APHPC reports to the Board.

## Reporting Deliverables

The APHPC through the Director will provide the following:

- **Programme Plan:** An athlete pathways and high-performance programme plan with at least a 5-year outlook.
- **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 planning and 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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# FeNZ Operational Functions

## Operational Functions

### Operational Roles

Operational roles support the ongoing functioning of the organisation and ensure that activities are delivered efficiently and effectively. These roles provide the practical capability required to implement the strategic priorities and objectives set by the Board and supported by the Commissions.

Operational roles are established to deliver specific functional responsibilities, including but not limited to administrative, financial, communication & safety roles. They are not governance roles and do not alter or duplicate the responsibilities of the Board or Commissions

Operational functions sit outside the Commission structure but are critical to the effective operation of the sport. These functions may be carried out by individuals or teams, depending on the scope and complexity of the role.

FeNZ's operational roles covered by this document are:

- Director Strategy and Development.\*
- Key Welfare Roles.
- Health and Safety Officer.
- Treasury
  - National Administrator
  - Data Management Team (IT / Rankings / Membership system)
  - Partnerships and Funding Officer.
- Secretary General
  - Communications and Marketing Officer
  - Legal Advisor.

\*= New or expanded roles

# Director Strategy & Development

This is a senior leadership role within the organisation.

(Note it is an entirely new role to the National Development Director's position that will require a new Job Description. The current National Development Director's role is disestablished with its functions moved either to the APHPC or the new Director's position)

The role is tasked with ensuring the organisation is functioning coherently and as one by leading the NSO's strategy, planning and programme management process. It includes a facilitation role to keep a watching brief on the different work streams within groups. This is an important role in ensuring clarity, direction and communication across the organisation. The role will assist the avoidance of silos and ensure the organisation is consistently moving forward. It is expected that the Director will be welcome at any Board, Commission, Group meeting within the organisation on invitation.

Key deliverables include the strategic and annual plans and providing guidance and assistance where appropriate and importantly ensuring programmes are developed and implementation is on track, acting as liaison between work groups and avoiding any duplication across the organisation.

Our ambition is to see this role evolve into a paid role when the timing is appropriate or funding can be secured.

We anticipate the proposed Terms of Reference may need to be refined following consideration of this review's recommendations by the incoming FeNZ Board.

## Terms of Reference

### Goals

This is a wide-ranging role with the ultimate goal to:

- Lead business strategy development.
- Lead the annual planning and budgeting process.
- Support Commissions with the development of program plans and budgets.
- Liaise across all Commissions and roles within the organization to ensure alignment and effective collaboration.
- Oversee the growth and development of fencing in New Zealand.
- Support grassroots participation and pathway development.
- Drive and monitor performance at national and international levels, contributing to reporting against agreed objectives.

### Objectives

- Collaboration
  - Ensures, wherever possible, that there is collaboration between the different arms of the organisation to deliver FeNZ's strategic goals.
  - Act as liaison between the APHPC, athletes, coaches, governing bodies, and all Commissions to ensure alignment and effective collaboration.
- Programme Development
  - Develop national programmes to improve fencer skills across all levels.

- Facilitate training camps / workshops for athletes and coaches, collaborating with the Coaches Commission and APHPC.
- Oversee the growth and development of fencing in New Zealand.
- Support grassroots participation and athlete pathway development.
- Competition Support
  - Support athlete access to competitions and related resources.
  - Drive and monitor performance at national and international levels, contributing to reporting against agreed objectives.
- 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.
  - Strengthen relationships with Sport NZ and HPSNZ to support the growth of fencing.
- Support
  - Lead business strategy development.
  - Lead annual planning and budgeting in conjunction with the Treasurer.
  - Collaborate with Commissions to enable them to plan and support Coach and Officials' development.

### **Responsibilities**

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

### **Appointment**

- Vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.

### **Person Specification/Competency Requirements**

- To be included prior to the Board commencing the appointment process.

### **Term**

- The Director should be appointed for 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board.
- The position is subject to a formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude an incumbent reapplying for the role for a third term.

### **Reporting Line**

- The Director reports directly to the FeNZ Board Chairperson.

## Welfare Panel

The Welfare Panel comprises a group of appointees that can be called upon to fill positions on FeNZ Complaints Assessment Committees and FeNZ Disciplinary & Appeals Committees, or in some cases take on an Investigator's role as provided for in the FeNZ Constitution and outlined in further detail in the FeNZ 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 Complaints Assessment Committee (sometimes referred to as a Triage Sub-committee) which may be formed by members appointed from the wider Welfare Panel.

The Complaints Receipt Officer:

- Is the initial point of contact for all formal complaints submitted to Fencing New Zealand.
- Is the designated recipient for lodging complaints.
- Promptly acknowledges receipt of complaints.
- Logs complaints in the register.
- May also be the Chair of the Welfare Panel and National Complaints Manager
- The Complaints Assessment Committee may:
  - Resolve the Case.
  - Refer the Case to a Disciplinary and Appeals Committee.
  - Refer the Case to an External arbitrator (e.g. Sport NZ).
- Disciplinary & Appeals Committee:
  - Is appointed by the FeNZ Board Chair on the recommendation of the National Complaints Manager, who may not be a member of the committee, to address a particular complaint.
  - Is responsible for determining complaints and hearing appeals as specified in the FeNZ Constitution and the relevant Bylaws.
- The National Complaints Manager:
  - Is the person appointed by the Board with responsibility for ensuring complaints and appeals are properly processed according to the Constitution and relevant Bylaws, including appointing Complaints Assessment Committee members and recommending appropriate Disputes and Appeals Committee members for each matter. It is expected that the Manager will also act as Chairperson of the Welfare Panel.

## Terms of Reference

### Goals

The goal of the FeNZ Welfare panel is to:

- 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 six.
- Members may vote to recommend a Chairperson for appointment by the Board.

## **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.
- The final appointments must be ratified by the Board.

## **Responsibilities of the Panel**

- Provide written reports to the FeNZ Board in line with the Board meeting schedule.
- Represent the Panel in discussions with external stakeholders.
- Escalate concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from the Board or Commissions in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## **Responsibilities of the Chairperson**

- Chair meetings.
- Set and circulate the meeting agenda no less than seven (7) days prior to each meeting.
- Be the primary representative of the Welfare Panel at FeNZ Board meetings.

## **Reporting Line**

The Welfare Panel is accountable to the FeNZ Board

## **Meetings**

- The Welfare Panel will:
  - Meet in a timely manner to ensure all disputes are considered within appropriate time frames.
  - Virtual attendance is allowed to ensure broad participation.
  - Enable the Chairperson to assign members to a Complaints Assessment Committee to triage complaints as required.
  - Quorum: 3 members.
- The Complaints Assessment Committee 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.

- The Disciplinary and Appeals Committee will:
  - Meet in a timely manner to make decisions on the matters referred to it.
  - 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 Panel 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.
- **Recommendations** - Formal recommendations or initiatives within the Panels area of responsibility.
- **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 3 years** or as required.
- Amendments must be approved by the FeNZ Board.
- Review dates to be maintained.

# Health and Safety Officer

## Terms of Reference

### Goals

The goals of Health and Safety are:

- 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.

Health and Safety refers not only safety in a competitive sense but also includes mental wellbeing.

### Objectives

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.
  - Protect all members from abuse and harm, ensuring a safe environment for everyone involved.
  - Promote athlete well-being, safety, and fair treatment.
  - Appointment of Safeguarding Officers and Safeguarding training.
- 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 Development and Implementation
  - Ensure that FeNZ's health and safety policies and procedures are developed in an effective and timely manner, implemented and adhered to.
- Communication
  - Establish and communicate clear channels for reporting concerns and ensure that any issues are addressed promptly and appropriately.

### Members

- Preferably a Health & Safety Officer supported by regionally appointed Safeguarding Officers.
- To ensure balanced regional coverage, where possible Regional Safeguarding Officers should be appointed by each RSO with at least two officers in Fencing North, one or more officers in each of the following: Fencing Central, Fencing Mid-South, and Fencing South. This structure supports equitable input from all regions in deliberations and decision-making.

## **Appointment**

- The Health and Safety Officer should be appointed by the FeNZ Board while regional Safeguarding Officers should be appointed by RSO Boards.
- National and Regional vacancies will be advertised on the Fencing New Zealand website, no less than 1 month before appointment.
- For the Health and Safety Officer's role a Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee and two other members agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- For Regional Health and Safety Officer roles, the relevant Regional Board will establish an appointment committee which should comprise 3 members including the Regional President or their nominee and the national Health and Safety Officer if one is in place.
- The National and Regional Appointment Committees will provide recommendations to their respective Boards for approval.

## **Person Specification/Competency Requirements**

- To be included prior to the National and Regional Boards commencing the appointment process.

## **Term**

- All positions should be appointed for 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board.
- The position is subject to a formal review and a contestable appointment process leading to the conclusion of the sixth year in office. The appointment process does not preclude an incumbent reapplying for the role for a third term.

## **Responsibilities**

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

## **Reporting Line**

The Health and Safety Officer is accountable to the Board.

Regional Safeguarding Officers have dual reporting lines being directly accountable to their Regional Boards and also the Health and Safety Officer.

## Other Operational Functions

The following roles are responsible to either the Treasurer or Secretary 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, Secretary General, President and Board.

##### Responsibilities

- The National Administration Manager is responsible for managing day-to-day administrative tasks and supporting FeNZ's volunteer executive team.
- The role includes financial record-keeping, managing communications, supporting national and international tours, and maintaining FeNZ's systems and records.
- The National Administration Manager reports directly to the Treasurer and works closely with the President, Secretary General, and the wider executive team.

##### Person Specification/Competency Requirements

- As set out in the Job Description.

##### Appointment

- Vacancies will be advertised no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee, the Treasurer and the Secretary General.
- The appointment Committee will provide recommendations to the Board for approval.

##### Term

As mutually agreed between the Board and preferred candidate for the position and as funding allows.

##### Reporting Line

The FeNZ Administrator:

- Reports directly to the FeNZ Treasurer.

# Data Management

The Data Management team's responsibility is to take a holistic view of managing data within the organisation including the rankings system, FeNZ membership system, 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 membership.
- To provide data to all other operational groups in a manner that assists them performing their roles.

### Goals

- Manage data:
  - To act as the 'webmaster' for FeNZ.
  - Collect, organise, and publish local and international results promptly to ensure accurate rankings, supporting selection, competition entries, and related queries.
  - Ensure data is held and managed in compliance with the Privacy Principles outlined in the New Zealand Privacy Act 2020.
  - Ensure data storage is available for all required areas, including all Commissions, National Officers and our Welfare function.
- Maintain ranking system:
  - Ensure ranking systems are fair, transparent, and up to date.
- Communicate issues:
  - Alert key stakeholders to technical problems or ranking irregularities
- Collaborate:
  - Collaborates with the Officiating Committee, DTs, regions, and Selectors to support accurate rankings.

### Members

- One or more people.

### Appointment

- Vacancies will be advertised no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee, the Treasurer and one other member agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.

### Term of Appointment

- 3-year term.
- Members may reapply.

## **Responsibilities**

- Provide a written report to the FeNZ Board in line with the Board meetings.
- Collaborate with the Commissions and other relevant stakeholders, including the Director Strategy and Development to ensure the goals and objectives are achieved.
- Appraise the Board of its goals and the work plan for the coming 12 months, including any associated budget as required.
- Escalate concerns or feedback to the Board for action, if required.
- Respond to questions or requests for opinions or information from the Board or Commissions in a timely and accurate manner, providing clear guidance and relevant data to support informed decision-making.

## **Reporting Line**

- Reports directly to the FeNZ Treasurer unless convened by another Board member.

# Partnerships and Funding Officer

## Terms of Reference

Attracting funding into the organisation is currently undertaken on an ad hoc basis. Funding has been sought within the organisation at NSO, RSO and at Club levels.

There needs to be a more focused and coordinated approach to maximise opportunities for the sport. The role is envisaged to take the lead on developing partnerships and sourcing funding for the NSO while also providing leadership and coordination for others seeking funding for the sport.

## Goals

The goals of the Partnerships and Funding function are to:

- Secure partnerships and financial support to deliver programmes, purchase equipment, and achieve community goals.
- Manage relationships with key sponsors, and grant giving bodies to sustain and grow fencing in New Zealand.

## Objectives

- Identify partnerships, sponsorship and 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.
- Collaborate with the President, Director Strategy and Development, and others to strengthen relationships with Sport NZ and HPSNZ and NZOC (who administer Olympic Solidarity funding) to support the growth of fencing.

## Members

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

## Person Specification/Competency Requirements

- To be included prior to the Board commencing the appointment process.

## Appointment

- Vacancies will be advertised no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee, the Treasurer and one other member agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.

**Term**

Ideally, 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board. Positions are subject to a formal review and a contestable appointment process leading up the conclusion of the sixth year in office. The appointment process does not preclude the incumbent member reapplying for the role for a third term.

**Reporting Line**

- Reports directly to the FeNZ Treasurer.

# Communications and Marketing Officer

Timely and effective communication is often cited as weakness of FeNZ. This role is tasked with resolving this issue - initially internally, but promoting the sport externally is also in scope.

## Terms of Reference

### Goals

The goals of the Communications and Marketing Officer are to:

- Ensure effective internal and external communication that reflects FeNZ communication protocol and plan.
- 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.

### 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 person to fulfill the role, supported by roles within the RSOs.

### Person Specification/Competency Requirements

- To be included prior to the Board commencing the appointment process.

### Appointment

- Vacancies will be advertised no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee, the Secretary General and one other member agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.

## **Term**

Ideally, 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board. Positions are subject to a formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude the incumbent member reapplying for the role for a third term.

## **Reporting Line**

- Reports to the Secretary General

# Legal Advisor

The Constitution enables the Board to appoint an Honorary Legal Advisor who may provide such legal advice as required from time to time. The appointment of a legal advisor does not preclude FeNZ contracting other legal advice, when necessary, for example when specialist advice or additional resources are required.

## Terms of Reference

### Objective

- Provide legal advice as required from time to time 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 person.

### Person Specification/Competency Requirements

- To be included prior to the Board commencing the appointment process.

### Appointment

- Vacancies will be advertised no less than 1 month before appointment.
- A Board appointment committee will consider all applications. Unless otherwise determined by the Board the appointment committee should comprise 3 members including the FeNZ President or their nominee, the Secretary General and one other member agreed by the Board. The Committee may co-opt an adviser to support the appointment process if it considers additional specialist expertise is required.
- The appointment Committee will provide recommendations to the Board for approval.

### Term

Ideally, 3 years with the option of renewal for a further 3 years by mutual agreement between the incumbent and the Board. Positions are subject to formal review and a contestable appointment process leading up to the conclusion of the sixth year in office. The appointment process does not preclude the incumbent member reapplying for the role for a third term.

### Reporting Line

FeNZ President or Secretary General – to be confirmed with the incoming Officeholders.

## Glossary and Definitions

APHPC	Athlete Pathway & High-Performance Commission
FeNZ	Fencing New Zealand
Incident Register	A formal record of injuries, safety breaches, equipment issues, rule violations, or other notable events that occur during fencing training, competitions, or related activities, used to track and manage risks
RSO	Regional Sports Organization (e.g. Fencing North, Fencing Mid-South)