



HOW CAN GOVERNANCE DESIGN OPTIONS BE DEVELOPED FOR NEW AND EMERGING SPORTS:

THE CASE OF STAND UP PADDLING IN NEW ZEALAND

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How can governance design options be developed for new and emerging sports?

Systemic view of governance

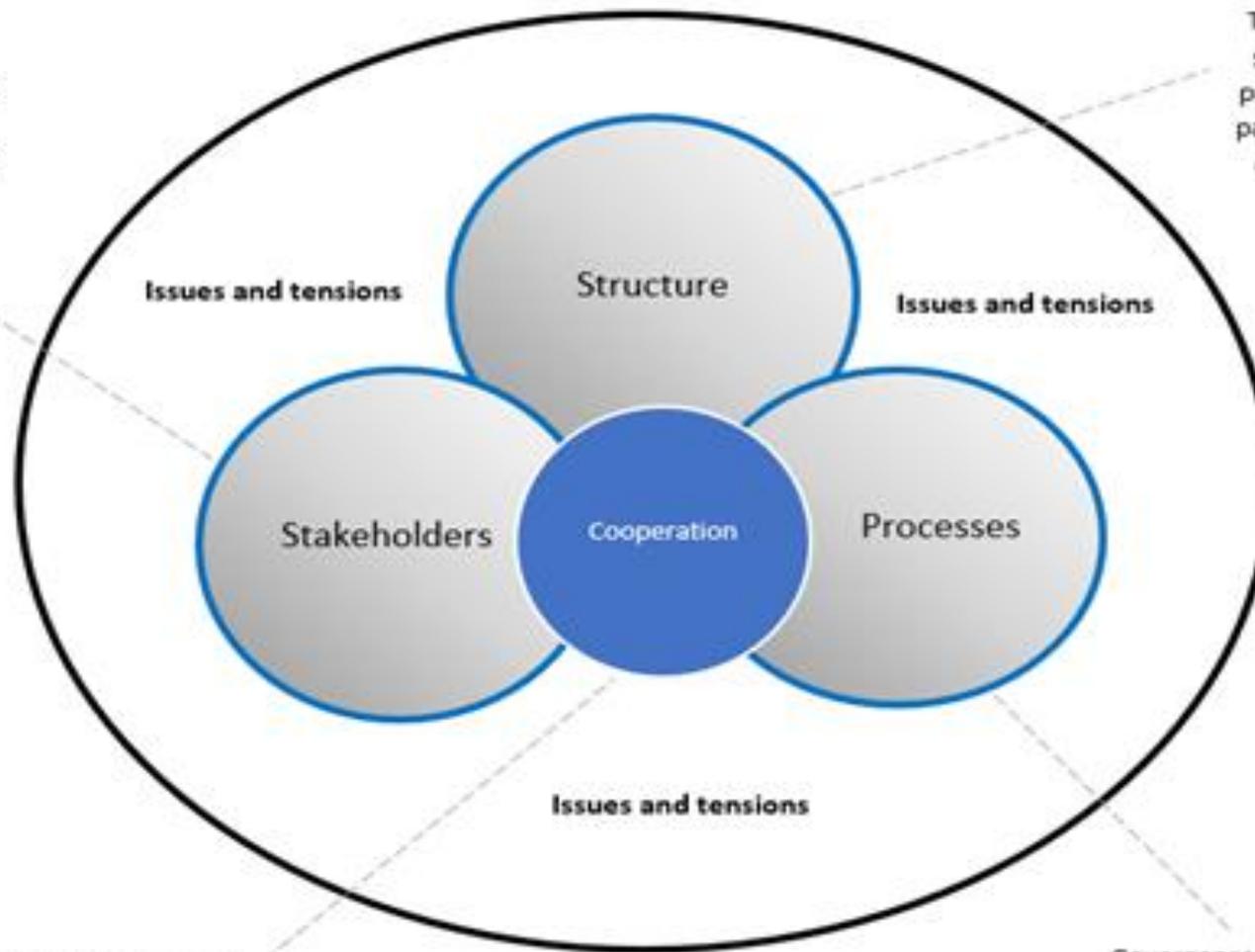
(Rhodes, 1997; Rosenau, 1995, Shilbury & Ferkins, 2013; Cornforth, 2014)



The concept of design aligns well with a new and emerging sport

Governance design elements of new and emerging sports

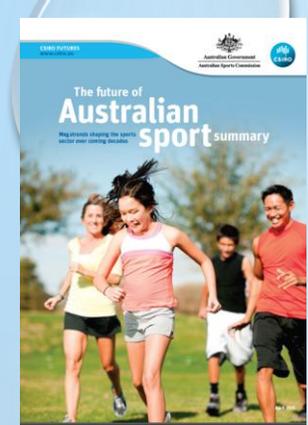
Stakeholders involved in the new and emerging sport. Roles and responsibilities, power and influence and participation in governance activities. Legitimate authority to govern. Potential stakeholders.



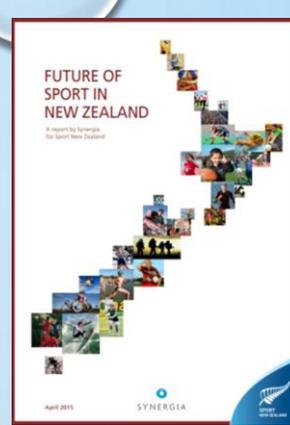
The totality of the new and emerging sport. The overall shape of the sport portrayed by the interconnections and patterns between stakeholders. Levels, categories, platforms and sectors of stakeholders.

Levels of cooperation in the new and emerging sport and associated constructs such as trust, inclusion and legitimising cooperation.

Governance processes and approaches including but not limited to facilitation and coordination, decision making, communication, special initiatives and events, planning and committees.



The sector impetus for this research



Sport New Zealand (2015) and the Australian Sports Commission (2013) highlight a number of **themes and trends** currently influencing sport.

- Rise of lifestyle and alternative sports.
- **Commercial sector** has created new ‘pay for play’ opportunities with no links to the traditional not for profit sport system.
- The role of social media platforms to **attract participants and build communities**.

Sport New Zealand (2015) suggests that sport organisations will need to explore **new structural forms**.



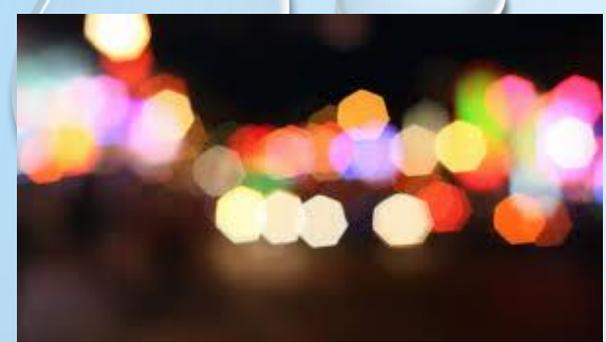
The academic impetus for this research



Kellet and Russell (2009) assert there is **dearth of understanding as to how new and emerging sports are structured and governed** compared to traditional sports.

Lifestyle sports such as skateboarding are **fragmented, lack formal structures and contain overlapping roles of suppliers, participants and program developers** (Kellet & Russell, 2009).

Triathlon contains **TPOs** such as event managers who have ‘infiltrated the sport’ taking on roles normally assumed by the NSO to the point of rendering the NSO irrelevant (Phillips & Newland, 2014).



The academic impetus for this research



Cornforth (2012) asserts that the once linear boundaries between private, public and not for profit sectors are becoming increasingly blurred.

Governance research “has not adequately kept up with the changing context in which many non-profit organisations operate...” (p. 2).





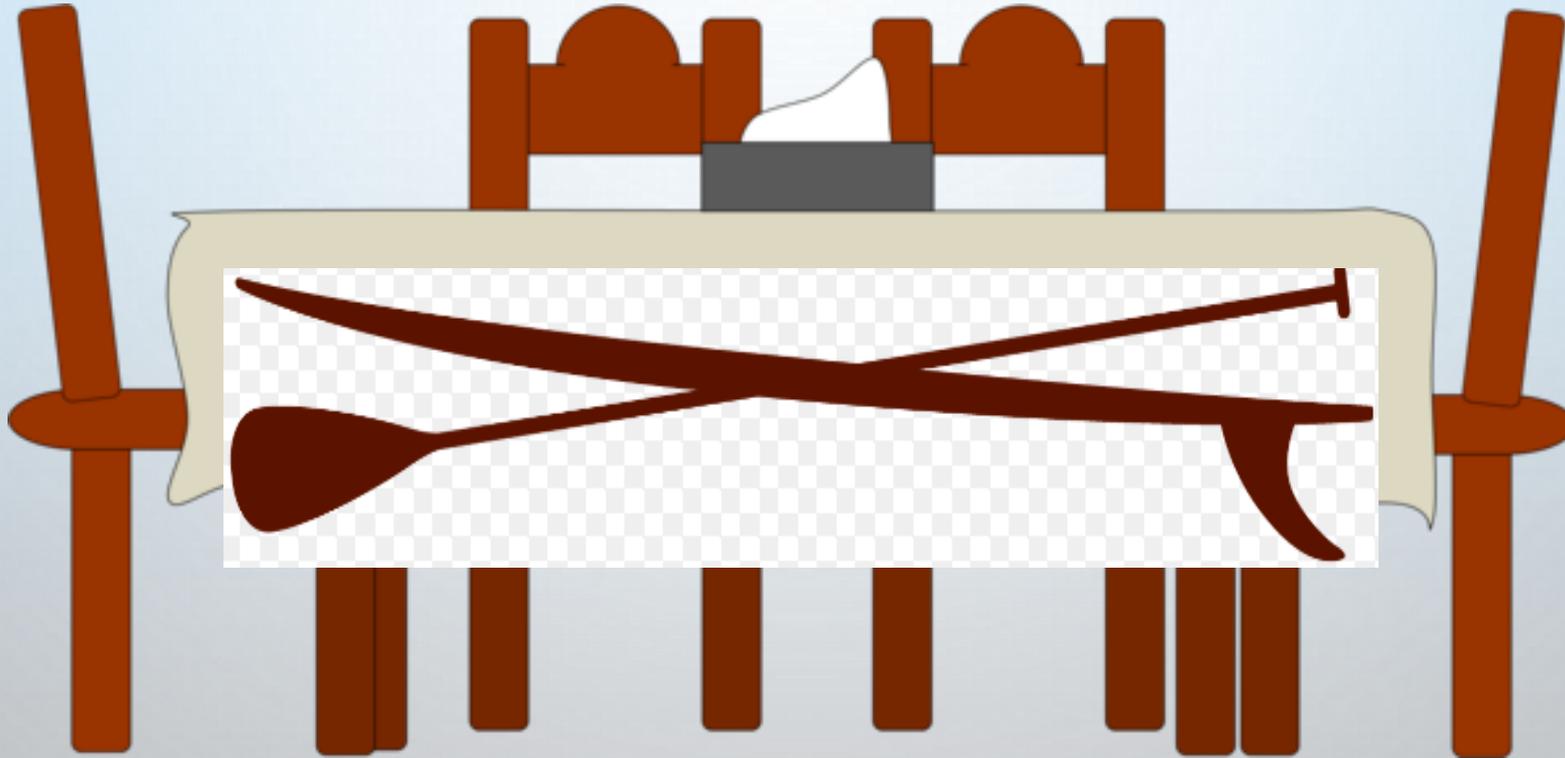
Qualitative, developmental action research methodology



Seeks to bring together action and reflection, theory and practice in participation with the board of the **case study organisation, New Zealand Stand Up Paddling (NZSUP)** to **develop practical solutions to issues of pressing concern** (Reason & Bradbury, 2001), namely those pertaining to the **governance design of new and emerging sports**.



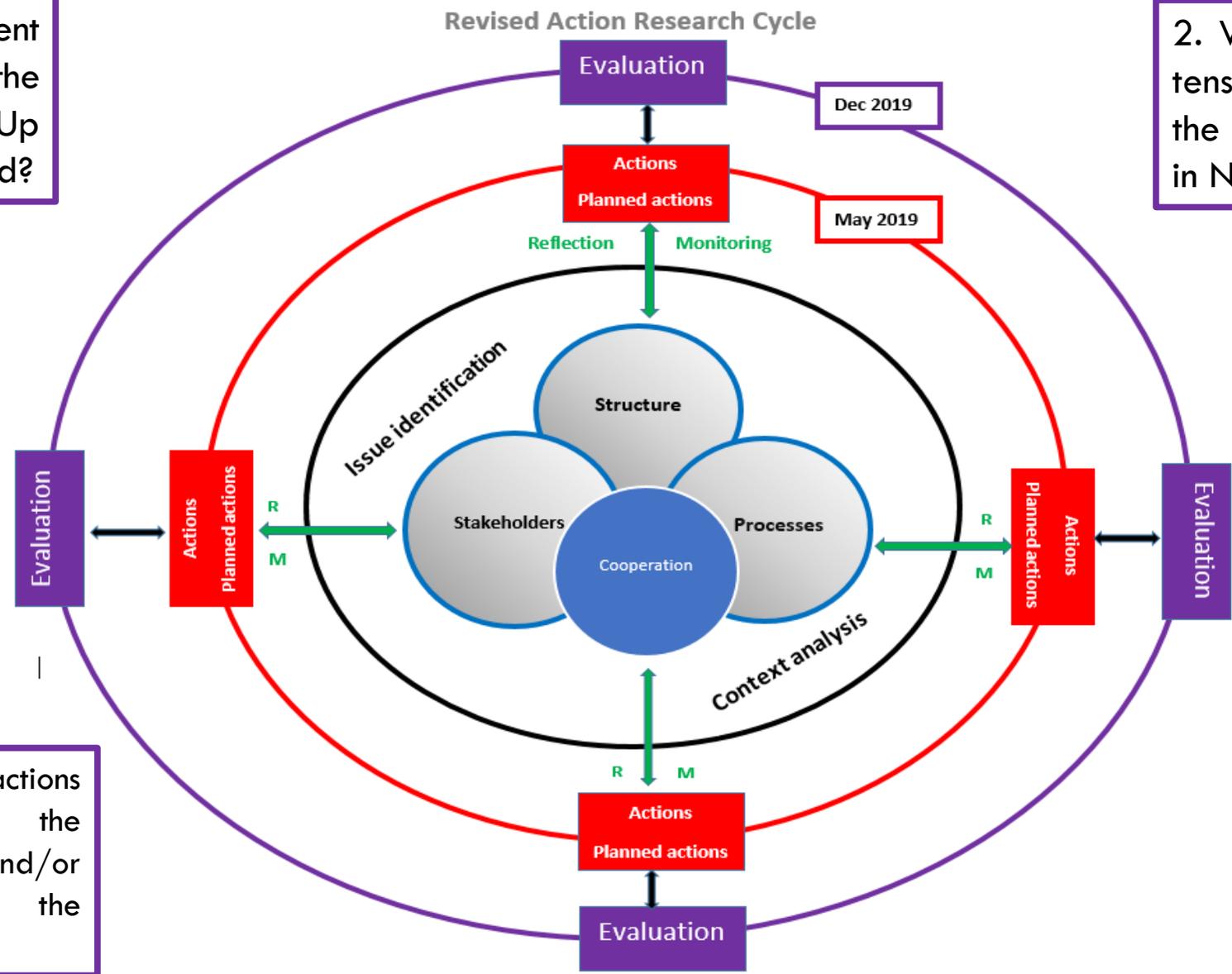
NZSUP (est. 2013) - Kitchen table sport management



The research questions linked to the action research phases (Adapted from Ferkins & Shilbury, 2009)

1. What is the current context with regards to the design of Stand Up paddling in New Zealand?

2. What are the key issues and tensions regarding the design of the sport of Stand Up Paddling in New Zealand.



3. What design options, actions or interventions can the governing body consider and/or implement to enhance the governance of this sport?

4. What are the implications of the design actions or interventions implemented/considered for implementation by the governing body of this sport?

Phases 1 and 2: Issue identification and context analysis

Semi structured interviews

NZSUP board members x 8

Peak governing bodies for sport in NZ

- Sport NZ, NZ Olympic Committee, Active Auckland

NSOs

- Surfing NZ, Waka Ama NZ, Canoe Racing NZ, Triathlon NZ and NZ Football (Futsal)

SUP Event Managers x 4

Other Event Managers – Ironman Oceania

SUP retailers x 2

SUP clubs x 3

Attend and record NZSUP meetings – 19 to date

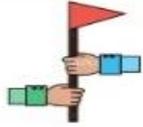
Two facilitated workshops with NZSUP

- **Mapping the sport**
- **Strategic planning**

Secondary data

- Document Analysis
- Media Analysis

Reflective journaling



EVENT MANAGERS DOMINATING
Sport delivery in an uncoordinated manner.

ORGANIC GROWTH

with a mix of 'not for profit' & 'for profit' stakeholders.



BELONG TO MULTIPLE ENTITIES & COMMUNITIES

Casual Facebook/text training groups, event communities, brand teams and 'pay for play' retailer organised coaching groups.

EMERGING CLUB STRUCTURE

Large range in the degree of organisation/formalisation and volunteer commitment.



BRANDS & RETAILERS
Also involved in Sport delivery.

NZSUP NATIONALS

A significant stressor for NZSUP as a volunteer board. Little focus for anything else. Board contracted event manager in 2018 resulting in a \$loss.



HIGHLY DIGITAL ENGAGED COMMUNITY
Underpins most communities. It's all this sport has ever known.

Key research themes

Phase Three: Actions/interventions

Action/intervention #1

Build a **digital infrastructure**, establish and implement **digital governance strategy** to grow and develop the NZSUP community.

- Free NZSUP membership.
- Use digital platforms to promote, model, inform and develop the sport.
- Grow the 'on-line' digital community.
- Reframe what membership means in sport.

Embrace and promote all organisational forms from formal to very informal.

Foster a more **'FLUID SPORT GOVERNANCE DESIGN'**.

Embrace and promote all stakeholder types from not for profit to for profit.

'For profit' are not considered TPOs...legitimate part of the sport network.

Digital governance strategy



NZSUP is with Peter Jones and 2 others.



Published by Trevor Meiklejohn [?] · October 19 at 8:01 PM · 🌐

A time, a place and shared passion = good times. Kohi SUP morning paddle crew.



NZSUP shared a post.



Published by Trevor Meiklejohn [?] · October 15 at 9:16 PM · 🌐

A great day had by all at the French Bay Paddlers Open Day! Awesome effort to all those involved!



Digital governance strategy

 NZSUP shared an event.
Published by Trevor Meiklejohn [?] - October 25 at 8:32 PM · 🌐



**FREE SUP
OPEN DAY!**

JUDGES BAY | SAT 27 OCTOBER | 8AM-12PM

SAT, OCT 27

SUPWell Starboard Paddle For Hope Open Day Judges Bay

★ Interested

 NZSUP shared a post.
Published by Trevor Meiklejohn [?] - October 26 at 8:03 AM · 🌐



Auckland Paddlefest by City Surf Series
October 26 at 7:30 AM · 🌐

Thanks to funding from **Auckland Council** we are stoked to be able to offer 20x free* Kids SUP Packages for any new Under 18yr olds keen to get into SUP.

Action/intervention # 2

Collaborate with event managers to develop National Championship Series.

- Move from the one resource intensive, loss making NZSUP run National event to four outsourced 'event manager run events'.
- Informed by 'collaborative governance'.
- Acknowledges the important role event managers play in the design framework of SUP.
- Creates alignment with leading event managers and adds national prestige to their events.
- Allows NZSUP to remain relevant and provide leadership in this space.
- Seeding pilot for future collaborative endeavours.



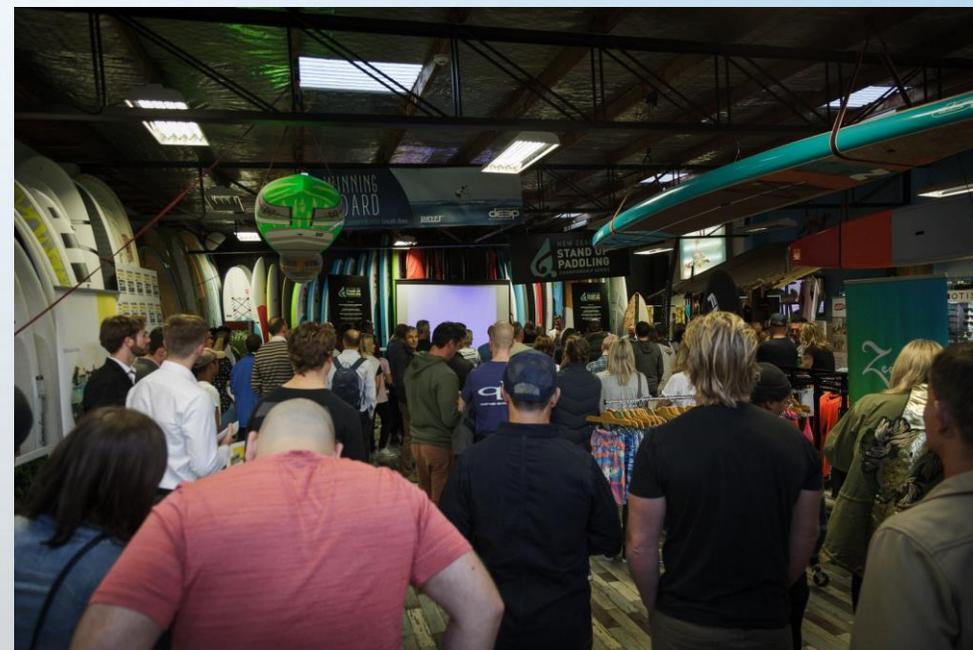
The collaborative process

- Highly collaborative from the outset.
- Series of face to face meetings facilitated meetings coupled with ongoing post meeting email conversations.
- Shared vision established.
- MOU developed – 100% input with highly collaborative terminology.

A spirit of collaboration underpins this concept with the desire of NZSUP to establish relationships with a number of event partners to deliver outstanding customer focussed, aspirational, nationally recognised events for New Zealand's stand up paddling community.

- Agreed commercial model.
- Clearly defined roles and responsibilities.
- Consensus around previously cloudy areas in the sport – board classes, age groups, race formats and safety.

The launch – October 18, 2018





NEW ZEALAND
**STAND UP
PADDLING**
CHAMPIONSHIP SERIES

Adding to the conversation of sport governance design

- Traditional sport governance is underpinned by **'concepts of direction, control and regulation'** within quite a rigid federal model of NSOs, RSOs and clubs that presents a number of challenges particularly around whole of sport cohesion.
- This new and emerging NSO still wants to be a legitimate NSO, however is proposing a more flexible and **'fluid design'** that seeks to acknowledge multiple stakeholder types.
- Online communities and digital governance processes underpin this design.
- The shift from traditional concepts of direction and control to **facilitation and collaboration.**

(Ferkins, Shilbury & O'Boyle, 2017; Hoye & Cuskelly, 2007; O'Boyle & Shilbury, 2016; Shilbury, Ferkins & Smythe, 2013; Shilbury, O'Boyle & Ferkins, 2016)

Adding to the conversation of collaborative governance

- This small under resourced NSO **wants/needs** to be highly collaborative and doesn't need to press reset to recalibrate as per traditional NSOs.

Collaborative governance is a useful theory to frame this research.

- Potential to transform the complex situations or issues into more manageable situations or solutions (Nabatichi & Balogh, 2011).
- Brings multiple stakeholders together to engage in consensus-oriented decision making (Ansell & Gash, 2008).

With roots in public administration ((Emerson, Nabatchi & Balogh, 2012) builds on seminal research by Shilbury and Ferkins (2015) and O'Boyle and Shilbury (2016) who have explored collaborative governance in the traditional sport context.

Further extends this research outside of the traditional sport setting to the new and emerging sport arena.

Adding to the conversation of collaborative governance

- In the same way a **strategic planning process** formed the platform to develop a collaborative governance approach in Shilbury and Ferkins (2015) action research study with Bowls Australia, this **new event series** forms the basis for instigating **collaborative governance** for this new and emerging sport.

If we look deeper into the **event management field**, from a network governance perspective, research has suggested events are highly collaborative multi-sector entities and that relationship building and communication are key leadership qualities (Parent, Oliver & Seguin, 2009; Parent, Rouillard & Naraine, 2017).

Ansell and Gash (2007) highlight the importance of **facilitative leadership** in collaborative governance by bringing stakeholders together and getting them to engage with each other in a collaborative way. This is exactly the role NZSUP (and me personally as the action researcher) is fulfilling in this research project.

THANKYOU

