

SURFING NEW ZEALAND STRATEGIC PLAN 2015 - 2017

Vision - Enriching Kiwi lives through the positive development and enjoyment of surfing

Values

Enjoyment

Respect

Passion

Innovation

Commitment

Purpose - Building a better future for our NZ surfing community and athletes

Goals

Business

- Strong governance
- Sustainable funding model
- Robust relationships
- Enhanced information distribution and communication
- Improved operational capability

Sport Development

- Improved capability of stakeholders
- More quality coaches, officials and volunteers
- World class learn to surf program
- Better Alignment of stakeholders

High Performance

- High performance plan established
- Key international events targeted
- Relevant nationwide event structure

2015 - 2017 SURFING NEW ZEALAND STRATEGIC PLAN MEASURES

GOALS	2015	2016	2017	STRATEGIC INITIATIVES
BUSINESS				
Effective governance	Improve stakeholder satisfaction for SNZ governance	Improve stakeholder satisfaction for SNZ governance	Improve stakeholder satisfaction for SNZ governance	Continued board development and succession planning Complete a skills matrix of the SNZ Board Adopt processes and systems to drive effective governance Embed Vision, Mission and values in all SNZ initiatives Put new plan in place for 2018 and beyond
Sustainable funding model	5% increase in revenue 10% increase in Community Trust funding	10% increase in revenue 10% increase in Community Trust funding	10% increase in revenue 10% increase in Community Trust funding \$50,000 reserves	Establish a surfing foundation Develop and execute gaming trust strategy Complete annual forecast budgets Maintain real time financial reporting Investigate new and innovative revenue streams
Robust relationships and communication	Improve stakeholder satisfaction 5% 100% increase in SNZ database of fans 20% increase in social media following	Improve stakeholder satisfaction 5% 50% increase in SNZ database of fans 15% increase in social media following	Improve stakeholder satisfaction 5% 20% increase in SNZ database of fans 10% increase in social media following	Review communications strategy including website, e-news and social media and implement changes where necessary Publish annual report to all stakeholders Manage all stakeholder relations Conduct annual boardrider club survey Actively grow surf industry relations Report on sponsorship, events and communications Build on international relations with the ASP, ISA and OSF
Improved operational capability	Improve stakeholder satisfaction 5% Improve staff satisfaction 5%	Improve stakeholder satisfaction 5% Improve staff satisfaction 5%	Improve stakeholder satisfaction 5% Improve staff satisfaction 5%	Utilise Sport NZ seminars and seek professional development opportunities Complete a review of surfing's structure Produce national club development strategy Conduct annual boardrider club survey
SPORT DEVELOPMENT				
Quality clubs, coaches, officials and volunteers	30 new ISA L1 coaches 10 new L1 SUP coaches 5 new ISA L2 coaches 10 new ISA Judges 20% increase in club affiliation 10% increase in club membership 10% clubs completed online club warrant of fitness Sustain volunteer numbers 10% increase in boardrider club membership	20 new ISA L1 coaches 10 new L1 SUP coaches 5 new ISA L2 coaches 10 new ISA Judges 10% increase in club affiliation 10% increase in club membership 20% clubs completed online club warrant of fitness Sustain volunteer numbers 20% increase in boardrider club membership	20 new ISA L1 coaches 10 new L1 SUP coaches 5 new ISA L2 coaches 10 new ISA Judges 5% increase in club affiliation 10% increase in club membership 30% clubs completed online club warrant of fitness Sustain volunteer numbers 5% increase in boardrider club membership	Deliver ISA L1, L2 and SUP Surf Instructors courses Deliver ISA Judging courses Carry out club warrant of fitness assessments with targeted clubs Establish and promote an annual volunteer workshop
Established world class learn to surf structure	30% increase in participants in SNZ Learn to surf projects 5% increase in surf school accreditation 5% schools use NCEA surfing credits 10% increase in professional surf lessons delivered	20% increase in participants in SNZ Learn to surf projects 5% increase in surf school accreditation 10% schools use NCEA surfing credits 10% increase in professional surf lessons delivered	20% increase in participants in SNZ Learn to surf projects 5% increase in surf school accreditation 15% schools use NCEA surfing credits 10% increase in professional surf lessons delivered	Deliver Learn to Surf projects via RSTs and community organisations Further develop accredited surf school structure Enhance and lead the biennial Surf School Conference Establish and promote secondary school surfing resource and NCEA credits Research artificial wave pool options
Better Alignment of stakeholders	Improve stakeholder satisfaction 5%	Improve stakeholder satisfaction 5%	Improve stakeholder satisfaction 5%	Conduct annual boardrider club survey Carry out boardrider club roadshow Align SISA with SNZ Review SNZ policies and regulations to ensure they are clear and transparent Complete National Surfing Survey
HIGH PERFORMANCE				
High performance plan established	1x surfers on the World Tour 5 surfers on the World Qualifying Series 6 surfers compete on Australasian Pro Junior Series NZ teams improve rankings at ISA events 10 surfers train as part of high performance programme	2x surfers on the World Tour 5 surfers on the World Qualifying Series 6 surfers compete on Australasian Pro Junior Series NZ teams improve rankings at ISA events 20 surfers train as part of high performance programme	2x surfers on the World Tour 5 surfers on the World Qualifying Series 6 surfers compete on Australasian Pro Junior Series NZ teams improve rankings at ISA events 20 surfers train as part of high performance programme	Investigate options and prepare business plan for high performance programme Engage current and ex top Kiwi surfers to assist NZ teams Work with targeted high performance coaches to develop talent pool Develop a collaborative funding approach for athletes/teams via clubs, regions, communities and trusts
Key international events targeted	Deliver The Ultimate Waterman event at break even	Deliver The Ultimate Waterman event at a surplus Bid for ISA events	Deliver The Ultimate Waterman event at a surplus Bid for ISA events	Deliver TUW event and expand globally Collaborate with the ISA to gain full understanding of costs to host ISA events Collaborate with the ASP to promote ASP event hosting in New Zealand Research options for other international events
Relevant nationwide event structure	10% increase in adult event participation 10% increase in junior event participation 10% increase in new SNZ sanctioned events Develop baseline of participant satisfaction	10% increase in adult event participation 10% increase in junior event participation 10% increase in new SNZ sanctioned events Develop baseline of participant satisfaction	10% increase in adult event participation 10% increase in junior event participation 10% increase in new SNZ sanctioned events Develop baseline of participant satisfaction	Deliver successful National, Scholastic and Primary School Championships Deliver successful SNZ Pro Series Deliver successful SNZ Grom Series Deliver and evolve the SNZ Longboard Open Integrate the SNZ Pro Series with the South Island Series Survey participants Conduct a review of our competition strategy to seek new opportunities Benchmark cost of competing compared with other sports Deliver National Surfing Day