

Draft Strategic Plan 2021 – 2028
 Climbing New Zealand
 “High performance sport climbing”

<p>Goals What do we want to achieve?</p>	<p>Increase competitive and recreational participation in all disciplines</p>	<p>Implement a high performance programme</p>	<p>Develop world class athletes for speed, bouldering, lead and para climbing</p>	<p>Ensure sustainable growth of the Governance, Organisational and Financial structures</p>
<p>Strategic Priorities We will achieve this by?</p>	<p>Develop and deliver National Championship events to a high standard – prepare for growth at these events.</p> <p>Facilitate opportunities by working with clubs, NZAC, gyms and facilities and other community stakeholders.</p> <p>Support competition climbing at all levels, AIMS, Schools, Regionals and Tertiary Institutes</p> <p>Promote CNZ as the Governing Sport Body</p>	<p>Develop a national framework for athletes, coaches, route setters and officials</p> <p>Design and deliver National Development programmes including training camps</p> <p>Seek partnerships or other arrangements to support national programmes</p>	<p>Ensuring pathways and opportunities are maximised for International competitions</p> <p>Ensure development pathways are in place with HPSNZ, NZOC, OCSC and the IFSC</p> <p>Establish athlete development plans and pathway for Paris 2024 and Los Angeles 2028 Olympics</p>	<p>2021 review of governance and club membership structures</p> <p>Future proof administration, systems and personnel requirements for growth and opportunities – ensure they are robust yet agile</p> <p>Develop CNZ roles and sub committees – support with resourcing and funding (spans all 4 goals)</p> <p>Network funding options for a range of resources – we need to grow our support base to all investment in this plan</p> <p>Stakeholder engagement – ensure there is understanding, commitment and alignment at all levels</p>

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Goal 1 – Increase competitive and recreational participation in all disciplines

Strategic Priorities – we will achieve this by:

- Develop and deliver National Championship events to a high standard – prepare for growth at these events.
- Facilitate opportunities by working with clubs, NZAC facilities and other community stakeholders.
- Support competition climbing at all levels, AIMS, Schools, Regionals and Tertiary Institutes
- Promote CNZ as the Governing Sport Body

Tactics – Operations: How will we do it?	Tools, tasks, roles & targets: (what, when, who, how)
Event Management - Streamline the planning and operation of CNZ events	<p>2021/22: sub-committee</p> <ul style="list-style-type: none"> ● Identify funding options and delivery models (CNZ, clubs, facilities, schools) ● Systems, operating procedures, run sheets and roles for each event ● Review – MOUs, roles and responsibilities, registrations, budgets, event day plans. Establish for 2021/22, refine annually with a formal review process. ● For each event, consider how we can manage growth? Explore formats and efficiency ideas for comps (IFSC format for every event may not be possible) Expect to have some growth pressures going into the 22/23 season. ● What are the tipping points for us to change structures and introduce limits, how will the limits be managed? <p>2021/23:</p> <ul style="list-style-type: none"> ● Increase the route-setter pool and resources supporting the route setters ● Monitor funding options for CNZ competition holds/route setter development <p>2022/23:</p> <ul style="list-style-type: none"> ● Deliver or support and enable national route setting courses (stakeholders and international) workshops/conference
NZAC Relationship	<p>2021/22</p> <ul style="list-style-type: none"> ● Engage with NZAC to gain mutual understanding and share aspirations ● Establish relationship ● Formalise relationship if mutually desired
Working closer with clubs, facilities and community stakeholders	<p>2022:</p> <ul style="list-style-type: none"> ● Connect and build relationships with all facilities, community, club and commercial – seek new member clubs from developing regions and University Clubs ● Profile the focus and goals of our member clubs. Introduce 6-monthly reports from clubs on activities and plans? <p>2022:</p> <ul style="list-style-type: none"> ● Consider nationwide CNZ recreational programmes (Funding criteria and options) ● Hub of resources and support ● Workshop/s for coaching, events and route setting <p><i>Terms of references for support models (potentially clipping the ticket) and ensuring it is a sustainable workload for individuals and/or subgroups.</i></p>
Climbing New Zealand Brand and awareness	<p>2022:</p> <ul style="list-style-type: none"> ● Promote CNZ branding and alignment to clubs and facilities. ● Associate high performance principles to the CNZ Brand ● Facilitate opportunities for all disciplines and para athletes <p>2022/23:</p> <ul style="list-style-type: none"> ● Coordinate and support a workshop/conference for the sector

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Goal 2 – Implement a high performance programme

Strategic Priorities – we will achieve this by:

- Develop a national framework for athletes, coaches, route setters and officials
- Design and deliver National Development programmes including training camps
- Seek partnerships or other arrangements to support national programmes

Tactics – Operations: How will we do it?	Tools, tasks, roles & targets: (what, when, who, how)	
Embed principles of high performance sport climbing	<p>2021:</p> <ul style="list-style-type: none"> ● Refresh national coaching framework ● Network with athletes, coaches and other sports to develop our programme <ul style="list-style-type: none"> ○ Establish a new coaching framework ○ Identify talent and interests ○ Create a pathway from current to future framework ● Develop principles of high performance sport climbing for NZ - see detail captured as initial view ● Use CNZ website as a resource centre to support aspects of our climbing including high performance coaching and athlete resources <p>2022:</p> <ul style="list-style-type: none"> ● Programme of workshop/training camps ● CNZ development camps around regional or NIBS events – facility engagement required <p>2023 – 2025</p> <ul style="list-style-type: none"> ● Embed and continually improve high performance principles ● Discipline specific programmes may evolve further 	<p>2021:</p> <p>Develop CNZ principles of coaching, training and competing</p> <p>Start collating resources for coaches, athletes and parents</p> <ul style="list-style-type: none"> - Developmental for ages - Periodisation, macro and micro (quality vs quantity) - Specificity - Movement, moves, flexibility, agility, nutrition, lifestyle - Myth busting - quantity/quality - Psych for optimal training - Psych for comps <ul style="list-style-type: none"> – prep, tactics, growth mindset from failure. Peak flow/optimum state - Athlete well-being <p>Athlete profiling - implement a model/system</p>
High performance delivery	<p>2021:</p> <ul style="list-style-type: none"> ● Work with existing facilities to run effective training programmes for development squads. <p>2022:</p> <ul style="list-style-type: none"> ● CNZ development camps around regional or NIBS events – facility engagement <p>2022 – 25:</p> <ul style="list-style-type: none"> ● Discipline specific programmes? <ul style="list-style-type: none"> ○ Speed ○ Bouldering and Lead ○ para-climbing 	
National Development and High Performance Centre/s	<p>2022:</p> <ul style="list-style-type: none"> ● Align to coaching framework ● Route setting - create a development programme for route-setters working with stakeholders (Gyms and National Coaches) <p>2022/23:</p> <ul style="list-style-type: none"> ● Develop feasibility plans for a National Training facility or facilities and an overseas High Performance base or partner relationship. ● Multi HP vs single HP – club and/or commercial involvement <p>2023:</p> <ul style="list-style-type: none"> ● Overseas programme through partnership or IFSC sponsorship 	

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Goal 3 – Develop world class athletes for speed, bouldering, lead and para climbing

Strategic Priorities – we will achieve this by:

- Ensuring pathways and opportunities are maximised for International competitions
- Ensure development pathways are in place with HPSNZ, NZOC, OCSC and the IFSC
- Establish athlete development plans and pathway for Paris 2024 and Los Angeles 2028 Olympics

Tactics – Operations: How will we do it?	Tools, tasks, roles & targets: (what, when, who, how)
Develop International Programme options for athletes	2022: (COVID impacts): <ul style="list-style-type: none"> • Monitor and be prepared • Explore training options and events in the interim • Have targeted events flagged early to inform athlete focus and training 2023: (Be prepared) <ul style="list-style-type: none"> • World Championship (Opens and Para) Olympic Qualifier (Speed, Lead/Boulder) 2024: (Be prepared) <ul style="list-style-type: none"> • Oceania Federation Olympic Qualifications (Speed, Lead/Boulder)
Development roles	2022: <ul style="list-style-type: none"> • Consider a para-climbing lead role given the international focus from IFSC toward Olympic inclusion and potential opportunities for NZ Climbers. • Review roles and responsibilities within the HP programme, how do these evolve and change as the programme builds. • Establish Speed development squad
Carded athletes	2023/2025: <ul style="list-style-type: none"> • Criteria and results based (world cup semis)
Initiate Paris 2024 Development Squad	2022/3: <ul style="list-style-type: none"> • Selection and coaching team project <ul style="list-style-type: none"> ◦ Set expectations of selves and athletes ◦ Create revisions to selection policy as necessary • Seek athlete EOI (from development squads), set HP expectations, seek commitment levels • Select athletes annually • Profile athletes, capture goals and personal pathways (roles in the sport)

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Goal 4 – Ensure sustainable growth of the Governance, Organisational and Financial structures

Strategic Priorities – we will achieve this by:

- 2021 review of governance and club membership structures
- Future proof administration, systems and personnel requirements for growth and opportunities – ensure they are robust yet agile
- Develop CNZ roles and sub committees – support with resourcing and funding (spans all 4 goals)
- Network funding options for a range of resources – we need to grow our support base to all investment in this plan
- Stakeholder engagement – ensure there is understanding, commitment and alignment at all levels

Tactics – Operations: How will we do it?	Tools, tasks, roles & targets: (what, when, who, how)
Identify and monitor funding options - be prepared for the options	2021/22: <ul style="list-style-type: none"> • Sport NZ investment opportunities • Recreational, competition and HP athletes
Explore funding options for a part time administrator, promoter and advocate – possibly with technical skills to increase courses around NZ	2021/22: <ul style="list-style-type: none"> • Actively monitoring for opportunities • Consider CNZ operating model • Focus on growing and sustaining income for reinvestment • Value propositions to attract, engage and sustain supporters and investors
Specialist roles – develop depth and continuity	2021 to 2023: Broadening the base - formally creating new roles and sub groups
Stakeholder engagement	2021/22 <ul style="list-style-type: none"> • Set out an engagement plan • Bring community together - conference / workshop • Have communication plans covering all aspects and stakeholders e.g. clubs, facilities, commercial partners, athletes and their whanau, development squads, NZ Teams, Elite athletes