

CLIMBING NEW ZEALAND INC

The home of competition climbing in Aotearoa New Zealand

STRATEGIC PLAN 2026-2030

With focus areas for 2026





**Published in December 2025 by CNZ Governance Committee
with Committee's focus areas for 2026**



CLIMBING NZ

ABOUT US

Climbing New Zealand (CNZ) is the National Sport Organisation for the sport of competition climbing in Aotearoa New Zealand. We promote, foster and develop competitive climbing as a sport for all New Zealanders and seek to identify and support elite climbing athletes to compete internationally.

CNZ is the New Zealand member of the International Federation of Sport Climbing (IFSC) which is the international governing body for our sport. We are also a member of the IFSC Oceania Council for Sport Climbing (OCSC).

We have relationships with Sport NZ and High Performance Sport NZ and, with competition climbing now an Olympic sport, we are also a member of the New Zealand Olympic Committee.

There are nine regional climbing clubs throughout New Zealand that are voting members of CNZ. CNZ is overseen by a voluntary Governance Committee, with the majority of members voted on by those clubs.

OUR MISSION

CNZ provides the sporting governance and infrastructure to grow and promote competition climbing in New Zealand as a vibrant, enjoyable and enriching sport.

CNZ does this by providing the opportunities and encouragement for all New Zealanders to participate, enjoy and develop in competition climbing whether as a personal goal or in competition locally or on the world stage.

To be competitive on the world stage, we want to increase the numbers of climbers competing in our sport in New Zealand across all of Boulder, Lead, Speed and Para and, from there, to support our very best climbers to compete internationally including in Youth and Open world competitions and, ultimately, the Olympics.

OUR VISION

Our ultimate vision is to see:

New Zealand climbers competitive on the world stage across all our climbing disciplines.

“New Zealand climbers competitive on the world stage across all our climbing disciplines.”



STRATEGIC PLAN DEVELOPMENT

In 2020/2021 work was done by the then CNZ Committee to develop a strategic plan. This was advanced into a draft plan and was consulted on widely with many different stakeholders including extensive discussion and feedback with our member clubs. Work was then done in advancing some of the initiatives identified in the plan. However, work toward the plan's goals and objectives was paused in the last year or two while CNZ adopted its new Constitution and established an entirely new governance format.

The current CNZ Committee has reviewed the draft plan and has endorsed the overall strategic areas of focus that had been identified in it. By publishing this document, we want to ensure all of our stakeholders are aware of our intended strategic direction. This document re-states the earlier plan with some limited updating. There were – and still are – four key planks (or *pillars*) to the plan. We are equally committed to each of the four pillars as they all have to be advanced if we are to reach our ultimate goals.

We are equally committed to each of the four pillars in our plan.





CNZ COMMITTEE

A message from the CNZ Committee:

As the Governance Committee for CNZ we have high ambition for what New Zealand athletes are capable of achieving in competition climbing on the world stage. The growing number of indoor gyms offering bouldering and lead, along with the investment in a speed wall in Tauranga has seen the numbers of people engaging in indoor climbing disciplines grow significantly.

The interest in competition climbing in New Zealand has never been stronger. The elevation of climbing to an Olympic sport has propelled that interest and, for New Zealanders specifically, having Speed athletes competing in the Paris 2024 Olympic Games gave some mainstream media attention and profile to our sport.

As a Committee, we are keen to see meaningful progress toward our vision of seeing even more athletes – and across all disciplines – be competitive on the world stage. We believe that the outcomes identified under each of the four strategic pillars, which are outlined in this document, are meaningful goals that will help us achieve our vision.

BUILDING BLOCKS

However, we need to carefully plan and prioritise what we can realistically achieve in each year toward achieving our vision. We need to prudently allocate our resources – both the limited financial resources we have available and our volunteer human resource. If we try to do too much all at once, we risk ending up doing nothing well.

There are also areas of our sport and organisational structure that are under-developed and where we need to spend some time ensuring we have a strong foundation in place with good processes. That is why all four pillars in our strategic plan are equally important – we can't deliver great competitions (pillar one) or a high performance programme (pillar two) if we do not have a sustainable organisational structure (pillar four). We won't see more internationally competitive athletes emerge (pillar three) if we don't grow participation (pillar one) and look after our grassroots (pillar four). All the pillars co-exist and are co-dependent. Everything on the plan is important and necessary but we can't do it all in one year.

As a Committee, we have therefore decided that we need annual areas of focus. The areas of focus for 2026 are highlighted alongside each of the strategic pillars in this document. It is our intention to report to our stakeholders at least annually about how we are progressing on our areas of focus. We also intend to refresh the focus areas annually as we achieve our annual objectives so we can move to other parts of the plan.

DEPTH

A word our Committee has kept coming back to is depth. Across time we want to build depth in our sport.

- Depth in the number of competition climbers we have participating.
- Depth in our coaching, judging, route-setting and other volunteer resources.
- Depth in our funding and revenue streams.
- Depth in the development programmes we offer to athletes.
- Depth of options for our athletes wanting to compete internationally.
- Depth (and redundancy) in our processes to ensure operational excellence.

Depth takes time to build and it won't happen overnight but it can happen, with the right building blocks in place and in taking incremental steps.



***Climbing is
a sport for life.***

INPUT WELCOME

We understand the importance of remaining agile and responding to new opportunities as they arise and so our areas of focus are not rigid. Nor are they the only things we will be doing in 2026 – the list of other ‘business as usual’ tasks is already long! But, we hope this document assists our stakeholders in understanding our priorities and that there are some things that will have to wait until 2027 or even 2028.

We welcome feedback and input from our community as we see progress and update and refine our areas of focus each year. Please do keep in touch.

ENJOY IT!

We have high hopes for our athletes and a significant part of our strategic plan focuses on the high performance aspect of our sport. But, in our planning and execution, we will not lose sight of one of the key parts of our mission – to see New Zealanders participate, enjoy and develop in all of our climbing disciplines climbing whether as a personal goal or in competition locally or on the world stage.

Climbing is a sport for life and we want to see our athletes have fun and thrive. As a Committee, we understand that if people are having fun and thriving in the sport, interest and participation will grow and from a growing pool of athletes and supporters we will see more New Zealanders competitive on the world stage. By spending some time in 2026 focusing on the building blocks, we hope that in the following years we can spend more time growing our sport and providing increased opportunities for participation.

CNZ Governance Committee, December 2025



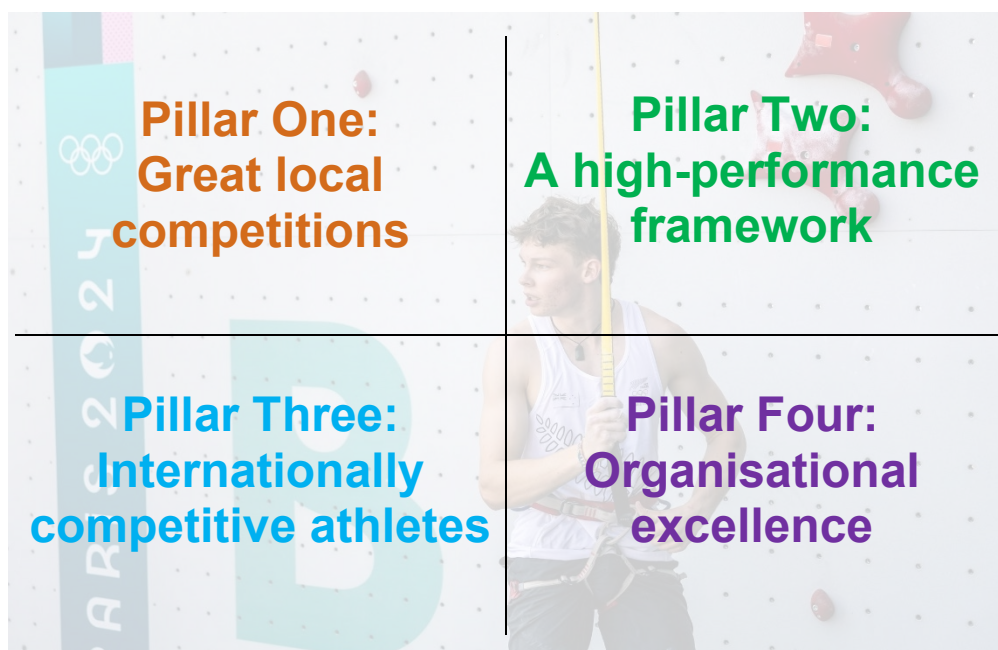
FOUR STRATEGIC PILLARS

New Zealand climbers competitive on the world stage across all our climbing disciplines.

Our strategic plan comprises four (overlapping) pillars as outlined below that all fit together to achieve this ultimate vision.

- **Great local competitions** will see increased participation in our sport. CNZ needs to be providing well executed, sustainable and accessible national climbing competitions. We can also support and partner with other organisations to see the number of competitions across New Zealand grow. This will bring more participants into our sport and help identify those with the talent and aspiration to pursue climbing on the world stage.
- **A high performance framework** requires all parts of our sport to be functioning within a high performance framework. These are our athletes, coaches, judges, route-setters and other volunteers.
- **Internationally competitive athletes** requires those athletes who have the skills and motivation to excel to, not only be part of a high performance framework, but to have the knowledge, tools and opportunities to compete well at international events.
- **Organisational excellence** is vital to achieving our goals - we can't do any of the above if we are not well-organised, well-funded, well-governed and well-managed.

The four pillars all have associated strategic priorities, operational goals and measurable outcomes that we are working toward over a five-year horizon. These are outlined on the pages that follow.



PILLAR ONE



2026 FOCUS AREAS

- Build an event management sub-committee to oversee our annual national competitions
- Instigate forward planning of our competitions across 12 – 18 month cycles
- Put in place play-books for running our national competitions
- Build our pool of volunteers
- Better co-ordinate and integrate our events with our wider CNZ funding / finance sub-committee

We need to run our national events efficiently, cost effectively and with sustainable demands on our volunteers. From there, we can really focus on growing participation.

GREAT LOCAL COMPETITIONS

Increase competitive and recreational opportunities in all climbing disciplines

STRATEGIC PRIORITIES

- Deliver our National Championship events to a high standard
- Promote CNZ as the governing body of our sport to stakeholders and potential funders
- Increase participation in competitive climbing events by working alongside:
 - Our member clubs and our broader community stakeholders such as climbing gyms, NZAC, and other potential supporters
 - AIMS, Secondary School Sports, Tertiary Institutes and other regional groups

OPERATIONAL GOALS

- Perfecting our Event Management - streamline the planning and operation of climbing events
- Improving our engagement with our member clubs, climbing gyms and other community stakeholders such as NZAC
- Build the CNZ brand and awareness

OUTCOMES

- Sustainable year on year CNZ national competitions
- Range of options for pathway events that a member club or gym can lead and deliver with guidance, resources and support from CNZ
- CNZ programme/s in place to support route-setter development
- Increased understanding and visibility of CNZ
- Growth in CNZ membership
- Member clubs engaged in event organisation

PILLAR TWO



2026 FOCUS AREAS

- Develop and offer a HP Programme to athletes with long term World Cup and Olympic ambition in boulder and lead. Start small and refine the concept
- Build our coaching pool and experience for boulder and lead
- Put in place a development sub-committee with motivated convenor and supporters with terms of reference to plan out further HP programme development

To see more World Cup and Olympic representation by Brisbane 2032 (or earlier) we need to better support athletes with coaching, training plans and opportunities.

HIGH PERFORMANCE PROGRAMME

Develop and implement a high performance framework

STRATEGIC PRIORITIES

- 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

OPERATIONAL GOALS

- Embed principles of high performance across all aspects of our sport
- Deliver a high performance programme
- Exploring a national development and high performance centre/s

OUTCOMES

- Clear understanding of what a high performance framework is for an NZ climber
- Coaching framework established
- Athlete development programmes in place
- Identified talent and interests across our athletes, coaches, route setters and officials
- Developed pathways to go from current to future state for all of our athletes, coaches, route setters and officials
- Work toward a developed view of the future for a high performance centre

PILLAR THREE



2026 FOCUS AREAS

- Assist athletes in all disciplines to identify and plan for attendance at international events where they can test and grow their climbing skills
- Offer access to coaching support to those who show potential for international competitiveness

The gap between our national comps and the World Cup standard is significant. We want to encourage and support athletes to pursue a wider range of offshore competitions to build their international competitiveness.

INTERNATIONALLY COMPETITIVE

Develop athletes who are competitive across all disciplines

STRATEGIC PRIORITIES

- Ensuring pathways and opportunities are maximised for international competitions in all of our climbing disciplines
- Ensure development pathways are in place with HPSNZ, NZOC, OCSC and the IFSC
- Establish athlete development plans and pathways toward World Cups and Olympics

OPERATIONAL GOALS

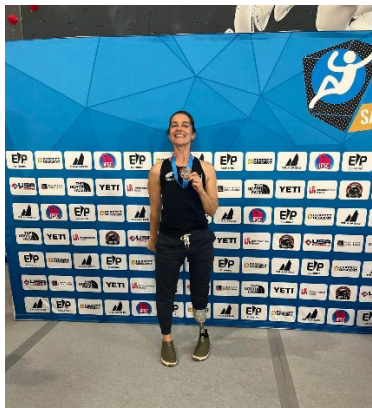
- Develop international programme options for athletes
- Build out development roles within our structure
- Put in place a HP programme and athlete support
- Have Olympic and World Cup Development Squads

OUTCOMES

- Climbers are supported to go overseas to compete and to provide the best chance for NZ athletes to compete in World Cup and Olympic pathway events
- Athletes have appropriate development support
- Continued HPSNZ funding for Speed and expansion into other disciplines
- Establish support programmes with athletes who have dedicated themselves to seeking to achieve higher honours in climbing



PILLAR FOUR



ORGANISATIONAL EXCELLENCE

Ensure sustainable growth of governance, organisational & financial structures

2026 FOCUS AREAS

- Instigate annual planning by the Governance Committee, including an annual plan and budget, to map out year's activities and finances
- Establish finance / funding subcommittee for better CNZ wide co-ordination of our cost / revenue centres
- Advance a website update project
- Review and refresh all CNZ subcommittees and publish organisation chart
- Commence work on a database of stakeholders
- Build out the process for more regular club communications

In 2026 we need to focus on some key building blocks from which we can then, in future years, focus more on funding models and options.

STRATEGIC PRIORITIES

- Future proof administration, systems and personnel requirements with strong planning
- Develop CNZ roles and sub committees and support with resourcing and funding
- Explore and network all funding options
- Improve stakeholder communication and engagement at all levels
- Consider options for improving membership model

OPERATIONAL GOALS

- All four pillars are supported by volunteers and funding
- Identify and implement all realistic funding options
- Increase stakeholder engagement and improve our sector relationships with an engagement plan
- Explore part time administrator role in addition to volunteers

OUTCOMES

- Support new CNZ Committee members and those new to roles
- The workload is spread through well-functioning sub-committees and other roles
- Initiatives are all being advanced on a sustainable basis – both financially and volunteer hours
- Achieved sustained income streams to support reinvestment plans
- Long term investment partnership with Sport NZ
- A sustainable membership model
- Stakeholders are aligned and committed to our purpose
- Act on opportunities with partner organisations to co-operate, share resources and to make a paid resource a reality

