

SURFING TARANAKI – 2010-2013



STRATEGIC PLAN

1. ORGANISATIONAL PURPOSE

PURPOSE

Lead, advocate and promote surfing in Taranaki through the provision of competitive and recreational opportunities for all surfers.

Develop and promote quality opportunities for coaches, judges, volunteers, administrators, and surfers at all levels

Protect and enhance the coastal and surfing environment so they remain safe, healthy, accessible and clean.

2. KEY STRATEGIC CHALLENGES

a. Effective management and governance

To implement and be committed to the highest standards of management and governance ensuring Surfing in Taranaki is sustainable and professionally managed

b. Growing participation and interest in surfing

To assist in growing the capacity and capability of clubs to promote surfing and to deliver services and programmes to their communities

c. Junior Development and High Performance coaching

To foster and support Taranaki Surfers at national and international level through a clear and well-structured athlete development pathways

d. Develop more and better coaches, judges, administrators and volunteers

To grow the number of coaches, officials, administrators and volunteers and ensure these individuals are well resourced, skilled, and professionally developed

e. Membership and stakeholders

Maintain and develop strong relationships with key stakeholders, which allow Surfing Taranaki to provide high quality service to its members

3. VISION

To position surfing as a leading sporting, recreational and cultural pursuit for all in Taranaki by fostering and developing members, at all levels through Surfing Taranaki's competitions, programs, major events, affiliated clubs, and through schools.

4. STRATEGIC OUTCOMES

Strategic Goals (1)	Key Performance Indicators (2)	Key Strategic Initiatives (3)
<p>Effective management and governance</p>	<p>Foster good governance for Surfing Taranaki and its members, and maintain good financial management practices</p> <p>Continue to develop, strengthen and maintain relationships and partnerships with key stakeholders and seek additional sponsorship/ grants to grow sources of revenue</p> <p>Develop a long-term administration plan that addresses the needs of Surfing Taranaki staff, volunteers, clubs and the surfing community</p>	<p>Compliance with constitutional requirements, statutes and adherence to policies, legislation and management practices</p> <p>Stakeholder satisfaction with level of communication and administration practices, sponsorship plan to exceed current levels of annual revenue</p> <p>A long-term administration plan in place to ensure the longevity of a growing organisation and its needs</p>
<p>Growing participation and interest in surfing</p>	<p>Continue to develop and expand targeted participation programs for surfers of all abilities and skill level, increase community awareness of Surfing Taranaki and opportunities to participate in surfing</p> <p>Development of surf event(s) that inspire and motivate people to take up surfing</p>	<p>5% increase in the number of participants accessing surfing events or programs</p> <p>Events established with an annual increase in spectators and participation</p>
<p>Junior Development and High Performance coaching</p>	<p>Clear development pathways created for junior surfers in Taranaki and prioritise resources towards areas that will maximize the number of Taranaki surfers competing at National and International level</p> <p>Implement high performance training opportunities to participants of all ages and disciplines</p> <p>Identify, up-skill and promote coaches and mentors dedicated to junior development and high performance</p>	<p>Funding and resources are applied effectively to maximise the development of Taranaki surfers for competition at National and International level.</p> <p>Annual increase in the number of Taranaki surfers lifting their rankings in New Zealand</p> <p>Increased number of and accreditation level coaches in Taranaki</p>
<p>Develop more and better coaches, judges, administrators and volunteers</p>	<p>Offer professional development opportunities including Level 1 & 2 Surf Coaching and Judging & Officiating courses</p> <p>Develop and maintain a club and school coach and judging pathway, with opportunities for professional development at major events</p> <p>Provide refresher/up-skill opportunities to event officials to ensure improved officiating capacities while actively recruiting, training and retaining new judges and event staff to ensure ongoing succession</p>	<p>Increase in the number of attendees at respective professional development courses</p> <p>Club Coach and Judging Development pathway implemented</p> <p>Increase in skill level of existing officials and increase the number of officials available to utilise at events</p>

<p>Enhance and maintain membership and stakeholder satisfaction.</p>	<p>Ensure long-term viability and partnership of major event, the Women's Surf Festival</p> <p>Continue to develop strong relationships with Taranaki Trusts and Local Government</p> <p>Work with the media to increase the profile of Surfing Taranaki events and programs</p> <p>Increase sponsorship portfolio, to enable long-term viability of existing events and programs, also addition of new events to the calendar</p>	<p>Long term partnership and ongoing success of event</p> <p>Level of Taranaki Trust and Local Government involvement in Surfing Taranaki's programs and events</p> <p>Electronic database established and distribution of results and images conducted</p> <p>Increase in sponsorship</p>
---	--	--

- (1) *List the Strategic Goals*
- (2) *Determine the Key Performance Indicator(s) for each outcome (1-2 per outcome)*
- (3) *Determine the Key Strategic Initiatives required to achieve the Strategic Outcome (2-5 per outcome as a guide)*