



Strategic Plan

2006 – 2009

The New Zealand Canoe Polo Association is the national sports organisation responsible for providing coordinated administration of all aspects of canoe polo in New Zealand. New Zealand Canoe Polo affiliates to the International Canoe Federation via the New Zealand Canoe Federation (the umbrella organisation for all canoeing disciplines in New Zealand).

New Zealand Canoe Polo's membership includes three regional associations incorporating 14 clubs representing approximately 1900 members. Canoe Polo in New Zealand is an amateur sport.

Mission

To promote and encourage all aspects of Canoe Polo in New Zealand for the future of the sport and its participants.

Vision – For New Zealand to be recognised as one of the greatest canoe polo nations in terms of domestic and international profile.

New Zealand Canoe Polo promotes the following Values -

Balancing the needs of all members

Nurturing participation at all levels

Safeguarding the future of the sport within New Zealand

Striving for excellence

This Strategic Plan covers the period 2006 to 2009 providing a framework for the development of both the organisation New Zealand Canoe Polo and the sport canoe polo, setting direction and identifying strategies. The Strategic Plan is a living document that underpins the Annual Management Plan and will be reviewed regularly by the Board to ensure it reflects the ongoing strategic direction of New Zealand Canoe Polo.

Key results area	Planned outcomes	Actions	Performance measures	Priority
Governance	A unified and productive Board, with: - the skills, knowledge, and experience to apply best practice governance - a clear sense of the future for the sport and its members - a track record for meeting its strategic targets	Board operates in governance role Annual evaluation of board performance Board succession plan developed Board approves strategic plan & annual management plan & budget Board communicates with membership	90% of member bodies satisfied with board performance	High
Administration / Infrastructure	To have the resources (personnel and financial) to meet the expectations of our members and other stakeholders. To ensure a secure financial position for the future of the national body Volunteer involvement in New Zealand Canoe Polo administration is cost neutral to the individual Members are serviced by a strong network of healthy and efficient member bodies and regional associations New Zealand Canoe Polo is recognised internationally as being proactive in the development of the sport and is part of the network of those who influence the sport internationally	Employ administration and sport development staff necessary to facilitate annual management plan Board adopts a financial reserves policy Annual budgets approved and adhered to Funding plan for grant applications documented Trends in membership size monitored Reasonable expenses of volunteers are budgeted for Benchmark clubs and regions to identify current practice Develop best practice model/resource kit for adoption by clubs and regions Regular contact is maintained with key international personnel	Suitably competent staff in place Annual staff appraisals undertaken 100% of planned funding applications submitted No complaints received from national level volunteers about reimbursement of expenses Resource kit distributed to all clubs/regions International opportunities are available to NZ	High High High Medium Medium Low

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Communications / Marketing	Key stakeholders are communicated to directly on a regular basis	Establish and implement communications strategy	Four newsletters produced each year	High
		National website redeveloped	Information is uploaded regularly by members of the Executive	Medium
		Membership database established	All members can be contacted directly	Low
	Increased understanding and respect for the sport by the general public	Media plan for all national and attended international events	Minimum of six press releases distributed each year	Low
	New Zealand Canoe Polo has a strong and identifiable sport brand	Review of branding manual	All documents adhere to brand standards	Low
Competition	Provide top level domestic competition for club teams utilising high quality venues that encourage participation and public and media interest	Run National League Champs for A & B grade		High
		Undertake annual evaluation process of National League	80% of teams satisfied with competition format	Medium
	Provide national competition for age group teams	Run Inter-Regional Champs with U18, U21, senior & vet. Categories	Competitions held annually	High
		Run School Champs		High
	Support and promote University Games	Appoint Competition Manager	Canoe Polo continues to be part of Uni. Games	Low
	Host the Oceania Championships in 2009	Apply to Oceania Canoe Association to host the Oceania Championships	Competition held every 4 years	High
Sport Delivery a) Development	Run geographically targeted sport development initiatives to develop the sport	Employ a part time South Island Sport Development Officer on two year contract	Officer appointed	High
		Run South Island Schools Championships	Competition offered to SI schools annually	High

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b) Coaching	Professional development for appointed national coaches facilitated	Investigate viability of employing further regional development officers		High
		Assist national coaches to apply for Prime Minister's High Performance Coach Scholarships	Minimum of 1 application submitted to NZCF	Medium
		Coordinate coaching forums for national coaches utilising international expertise	Forum held alternate years (minimum)	Medium
	Formal coach accreditation scheme administered	Establish working group to review historical/new resources to develop coaching course work	Accreditation scheme utilised	Low
	Upskilling of regional, club, and school coaches promoted	Appoint approved course providers and assessors in regions	Clubs and regions notified of course providers	Low
c) Refereeing	A New Zealand referee maintains ICF Referee Accreditation and stays in touch with international interpretations of the ICF rules	Provide coaching resource material to member bodies		High
		Assist interested referee of a suitable standard to apply for Prime Minister's High Performance Officials Scholarships	Application submitted to NZCF	Medium
	New Zealand canoe polo rules are not inconsistent with ICF rules	NZ rules reviewed as ICF rules are amended	Rules revised as required	Medium
	Refereeing courses and accreditation widely accessible to members	Theory tests and regional level practical assessments offered at all national competitions	100% of comps have assessments available	High
		Approved course providers and assessors appointed in regions	Clubs and regions notified of course providers	Low

Key results area	Planned outcomes	Actions	Performance measures	Priority
High Performance	To enable our top athletes to compete internationally representing New Zealand	Send senior men and women to World Championships	NZ representation at international champs	High
		Send senior men and women, U21 men and women, and veterans to Oceania Championships		Medium
		Establish working party to develop a sustainable funding plan for senior squad activities		High
	A clear development pathway and talent identification programme is established that athletes understand and aspire to pursue	Develop a HP coach and manager succession plan		Medium
		Tournament teams are selected at School Champs		Medium
		U21 (and U18 if offered) development programmes with a focus on the Oceania Champs are run in odd years		High
		Junior development programmes with a domestic focus are run in even years (if Oceania programme not offered)		High
Senior development programmes are run every year in preparation for Oceania or World Champs	High			