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| PURPOSE | To foster climbingTo inspire, inform and educate climbersTo enable a vibrant, sustainable climbing communityTo revere and conserve maunga, crags, boulder fields and all climbing areas |
| Climbing n. all forms including mountaineering, ice and mixed climbing, ski-mountaineering, traditional rock climbing, sport climbing, bouldering and indoor climbing |
| **OBJECTIVES** |
| 1. Encourage and promote climbing
 | 1. Promote respect for and conservation of climbing areas
 | 1. Bring climbers together
 | 1. Provide services which enable and support climbing
 | 1. Develop climber skills and enhance their safety
 |
| Our code: safe, responsible, friendly, reliable, inclusive and honest – like any good climbing partner |
| **STRATEGIC PRIORITIES** |
| * 1. We are recognised as the NZ authority for climbing related activities.
	2. We create and maintain high quality climbing information.
	3. We run national events to promote the Club and climbing.
 | 2.1 We advocate for climbing areas, for access and retention of their special character.2.2 We promote environmental sustainability in all climbing activities.2.3 We engage with associated organisations, iwi and hapū in a spirit of good faith and partnership. | 3.1 We support and encourage local and regional climbing events, trips and meets.3.2 We are growing the diversity of our membership3.3 We foster volunteerism within the Club | 4.1 We maintain NZAC’s long term sustainability.4.2 We have effective membership management in operation.4.3 We ensure our investment in the hut network benefits members. | 5.1 We provide a national, standard framework for all NZAC climbing activities.5.2 We provide opportunities for individual climbers to develop their skills and experience. |
| **STRATEGIC ASSETS** |
| Community standing | Volunteers | Home of Climbing | Sections | Huts | Publications | ClimbNZ |
| **STRATEGIC PRIORITIES** | **KEY FOCUS** | **MEASURE OF SUCCESS** |
| 1. Encourage and promote climbing |
| 1.1 We are recognised as the NZ authority for climbing related activities | NZAC enhances relationships with associated organisations, Iwi, Government departments, NGOs and media organisations. | Board reports show effective growth in relationships and exposure. |
| 1.2 We create and maintain high quality climbing information | NZAC Editor, publications, guidebooks and ClimbNZ are supported and funded. | Annual publishing programme agreed, included in Annual Plan and achieved. |
| 1.3 We run national events to promote the Club and climbing | NZAC organises and supports a range of national events to enhance funding and to promote Club and climbing. | Annual national events programme agreed, included in Annual Plan and achieved. |
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| 2. Promote respect for and conservation of climbing areas |
| 2.1 We advocate for climbing areas, for access and retention of their special character. | * Access support capability established and used to build effective partnerships with landowners, DOC, NGOs, Māori and Aborigine representatives.
 | * Access support established.
* Funding established.
* Access actions completed.
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| 2.2 We promote environmental sustainability in all climbing activities | * Create or link to exiting sustainability information and distribute to climbers.
* Encourage climbers to volunteer for local/national conservation campaigns.
 | Board reports shows distribution of relevant information.Section reports identify contributions to environmental and conservation events. |
| 2.3 We engage with iwi and hapū in a spirit of good faith and partnership. | * Identify and actively build relationships with relevant iwi and hapū - and Aboriginal people where appropriate.
* Encourage and promote the use of te reo Maori by the Board, staff and membership of NZAC.
 | Feedback indicates that the Club is positively engaging with iwi and hapū. The Climber, Journal and Board communications to members use simple Maori terms where appropriate. |

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| **STRATEGIC PRIORITIES** | **KEY FOCUS** | **MEASURE OF SUCCESS** |
| 3. Bring climbers together |
| 3.1 We support and encourage local and regional climbing events, trips and meets | * NZAC supports Sections to run local and regional climbing events to benefit members, create climbing communities and encourage new membership.
 | * Annual Section reports demonstrate an increasing number of events with increasing member attendance and new-member signups.
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| 3.2 We increase the diversity of our membership | * Create more pathways into climbing for youth.
* Increase proportion of women: climbers, club members, Section, Board and sub- committee members.
* Develop and implement programmes which evolve NZAC membership to reflect New Zealand population demographic.
 | * Reporting shows decreasing average membership age.
* Annual reporting shows increasing representation by women in all areas.
* Programmes implemented which expose climbing to wider range of participants and potential members.
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| 3.3 We foster volunteerism within the Club | * Create and implement policies and practices to support volunteerism.
* Develop and implement volunteer support and recognition procedures in line with industry best practice and NZAC needs.
* Volunteer development resourced to foster capability and encourage long-term membership commitment.
 | * Policies and practices supporting volunteerism are developed and in use.
* Annual reporting shows NZAC volunteers are well-supported, have increased capabilities.
* Annual reporting shown increasing proportion of long-term NZAC members.
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| **STRATEGIC PRIORITIES** | **KEY FOCUS** | **MEASURE OF SUCCESS** |
| 4. Provide services which enable and support climbing |
| 4.1 We ensure NZAC’s long term sustainability. | * Strengthen club funding by creating alignment with funder requirements where appropriate
* Staffing plan and succession plan developed and approved
* Maintain and strengthen NZAC-Banff relationship.
 | * Effective relationships provide opportunities for successful funding applications.
* Approved staffing and succession plan implemented as programmed.
* Long-term Banff contract maintained and strengthened.
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| 4.2 We have effective membership management systems and processes in operation. | * Staged upgrade programme developed and approved.
 | * Approved project stages successfully implemented on time and within budget
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| 4.3 We ensure our investments in NZAC huts and lodges benefit members and users. | * Members and users value NZAC huts and lodges
* Strengthen NZAC hut management partnerships with DOC
 | * Reporting shows increasing usage and high member and user satisfaction.
* Partnership reporting notes value of long term NZAC-DOC relationship.
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| 5. Develop climber skills and enhance their safety |
| 5.1 We provide a national, standard framework for all NZAC climbing activities. | * Develop and implement standard framework for all NZAC instruction
* Develop and implement a standard framework for all NZAC trips and events
* Develop and implement a national, standard incident register as a learning tool.
 | * Standard frameworks for instruction, trips, events and incident reporting implemented and used consistently by all Sections
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| 5.2 We provide opportunities for individual climbers at several levels to develop their skills and add experience | * Climbing pathway development material created and made available to support individual climbers with their personal climbing growth and safety.
* A range of courses to develop climber skills and experience are organised and delivered by NZAC each year.
 | * Material available and publicised.
* Annual reports show numbers of NZAC members gaining skill and experience via participation in NZAC courses and trips.
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