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| PURPOSE | To foster climbing  To inspire, inform and educate climbers  To enable a vibrant, sustainable climbing community  To 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 membership  3.3 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. | |
| 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. |
| 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. |
| 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. |
| 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 |
| 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 |
| 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. |