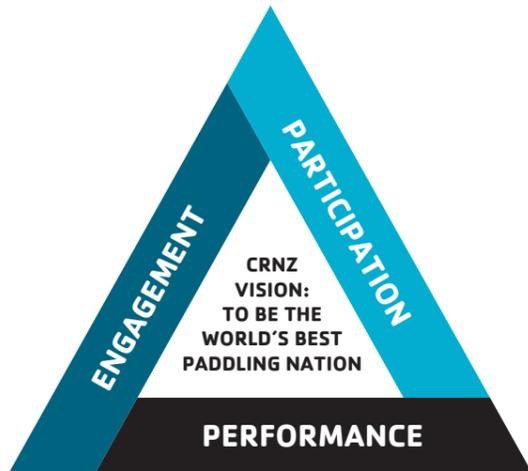




CRNZ STRATEGIC PLAN 2020-2028



SUSTAINABILITY PLAN

“Sustainability” is used here in the broad sense to refer to an approach that will help our sport and organisation thrive in the long term. CRNZ is committed to building a strong future for our sport. We believe that the factors below will ensure that our sport continues to grow and succeed. We will maintain strategies and/or operational plans to ensure our strength in the following areas:

Revenue Model and Commercial Partnerships:

CRNZ is at risk if we continue to be purely reliant on HPSNZ funding. As we develop our organisation and sport according to the 2020-2028 strategy, we will work to build a more sustainable revenue model and new commercial partnerships to ensure that we have alternative sources of funds to support our operation.

Systems and Policies:

Strong, up-to-date systems and policies will improve our efficiency and reduce risk. We will develop, maintain and follow systems and policies according to best practice in the following areas:

- Communications
- Financial Management
- Risk Management
- Health and Safety
- Selection
- HR

Diversity:

CRNZ values diversity at all levels in our sport. We will ensure that we create an inclusive environment. In particular, there is significant work required to identify and develop female coaches who are under-represented in our sport. We will actively encourage women into coaching at club level, and provide opportunities for female coaches to work with NZ teams.

Transparent, Efficient Leadership:

As a public organisation, CRNZ is committed to maintaining efficient, transparent governance and management practice.

PARTICIPATION

AIM

TO BUILD A LARGE, DIVERSE COMMUNITY OF PADDLERS, COACHES AND VOLUNTEERS, PARTICIPATING IN A RANGE OF DISCIPLINES FOR FUN, WELLBEING AND COMPETITION

PERFORMANCE

AIMS

HIGH PERFORMANCE:
NEW ZEALAND KAYAKERS CONSISTENTLY WINNING WORLD AND OLYMPIC MEDALS

HPAD:
A TALENT PATHWAY THAT CONSISTENTLY IDENTIFIES AND PREPARES THE RIGHT ATHLETES FOR HIGH PERFORMANCE

SPORT:
A HEALTHY, VIBRANT SPORT PROVIDING A POOL OF TALENTED ATHLETES AND OPPORTUNITIES FOR THOSE ATHLETES TO ACHIEVE THEIR GOALS IN KAYAKING



ENGAGEMENT

AIM

CONNECT KIWIS WITH OUR SPORT AND BUILD A MORE ENGAGED COMMUNITY THROUGH COMMUNICATION AND TECHNOLOGY

Coaching and Instruction	Create and deliver a scalable framework of resources for coaches and paddlers that is aligned (a) from learner to competition levels, and (b) across paddling disciplines.
Clubs and Delivery Organisations	Build the number, capability and capacity of clubs and delivery organisations.
Events	Ensure that there is a range of quality events at all levels and in all disciplines: <ul style="list-style-type: none"> • Deliver excellent events • Encourage and support clubs and event organisers to deliver quality regional paddling events.

	HIGH PERFORMANCE	HPAD	SPORT
System/Program	Build an aligned system as a solid platform for world-leading performance <ul style="list-style-type: none"> • Consolidate new structure under Technical Director • Clarify, refine and document the CRNZ Performance System based on known performance principles. Ensure efficient and consistent systems are in place (balancing stability with agility) <ul style="list-style-type: none"> • Selection (teams and squads) • Policies and SOPs • Athlete management Maintain a focus on innovation, targeting projects to gain a competitive advantage	Consistently apply Performance Pathway and performance principles to ensure that athletes come to the centralised program prepared for HP training and competition.	Clarify and communicate role of clubs as part of the CRNZ performance system. Build a paddling program and CRNZ Coaching Framework so that paddlers are taught/trained using methods that are research-based and consistent with the CRNZ performance principles. Build school paddling as a feeder to clubs and events. Encourage training and promote/run events that prepare athletes for future success.
Athletes	Targeted, focused support to the right athletes: <ul style="list-style-type: none"> • Tailored, individualised support to current cycle medal-potential athletes • Blend of individualised and systemised support to identified next-cycle medal-potential athletes • Systemised support to developing/pathway athletes Create a system to identify and support talent from paddling and other sports.		No focus on individual athletes – CRNZ delivers service through our system.
Coaching	Collaboration – a group of coaches working together (as opposed to in competition). Retain and develop world-class coaches, actively learning and pursuing excellence in coaching. A team of world-class performance science staff supporting the coaching team. Documented, regularly reviewed succession plans to protect against loss of IP and/or key personnel.	Use CRNZ Development Coach to build alignment through the Performance Pathway. Run targeted initiatives to support the development of world-class coaches.	Build Numbers of Club/Community Coaches. We will achieve this by: <ul style="list-style-type: none"> • Providing coaching and performance resources that club/community coaches can access and use. • Running coach development programs led by CRNZ Development Coach. A sustainable system and pathway for coaches. Create mentoring networks so that experienced club coaches can share knowledge through the community.
Environment	Physical environments enable world-class training: <ul style="list-style-type: none"> • Karapiro as CRNZ’s Performance Hub • domestic training; <ul style="list-style-type: none"> – water – gyms • overseas base Strong performance culture within CRNZ programs - build a program that promotes resilience and self-reliance in athletes to improve performance.	Athletes and coaches have age-and-stage appropriate performance environments for day-to-day training. Expose HPAD athletes to HP environment in preparation for transition. Develop performance culture through HPAD program.	Encourage inclusive and positive paddling environments that enable future success.

Communication	Information and Inspiration: <ul style="list-style-type: none"> • Engage our community by providing the right amount of interesting and relevant information; • Build our sport’s profile in NZ through strategic, innovative use of media communication; • Inspire New Zealanders by telling stories of our sport and people. Listening – Create and maintain pathways for stakeholders to contribute to the direction of our sport.
Collaboration	Work with other organisations to build a stronger paddling community with more connections and crossover between sports and disciplines.
Digital/Technology	Connect paddlers (of all disciplines) via technology – creating new, innovative ways to communicate, learn and participate.