



Diving New Zealand Strategic Plan 2021 – 2032

Vision: *Growing a diving community of excellence*

Mission: *To lead, promote, foster and encourage the sport of springboard and platform diving in all its forms and to create an environment in which divers, coaches and officials can participate and perform to their full potential.*

Values:

Integrity: *we are open, honest, impartial, keep promises and behave ethically*

Teamwork: *we work together supportively to achieve common goals and share knowledge*

Respect & Inclusiveness: *we treat everyone with dignity and respect*

Equity: *we ensure equal opportunities for all members*

Excellence: *we strive to enable all members to achieve their full potential and success through education and supportive pathways*

Sustainability: *Our decision making is prudent and mindful of the long-term health of the sport*

Strategic Pillar	12 year goal (2032)	4 year goal (2024)	12 month goal (December 2021)	90 day action plan (from AGM)	Person Responsible/ Budget
<p>Financial Stability</p> <ul style="list-style-type: none"> Sponsorship 	Maintain formal sponsorships with 3 major brands (previously called Gold, Silver Bronze partners), total value of \$250 000 or more	Formal sponsorship with 2 additional major brands (total of 3), total value of \$250 000	Formal sponsorship with 1 major brand (SkyTV), value of \$10 000	List of target brands created, initial contacts made & proposals sent. Further contacts made Action plan submitted to the Board. Discuss at Club Workshop and thereafter follow up.	Lindsay Stone Budget to be proposed for inclusion in 2022 Budget (currently nil budget)
<ul style="list-style-type: none"> Grants & Fundraising (Income) 	Meet a yearly fundraising Target of \$100 000	Meet a yearly fundraising target of \$50 000	Meet a yearly grant & fundraising target of \$10 000	Grant application calendar created for the year. Create a wish list of items to be used for grant applications and fundraising activities. Action plan submitted to the Board. Personal contact made with all grant agencies.	Lindsay Stone Budget to be proposed for inclusion in 2022 Budget (currently nil budget)
<ul style="list-style-type: none"> Budgets (Income/Expense) 	Budget – aim to break even	Budget – aim to break even	Budget - break even	Budget – break even	Treasurer Budget as approved at AGM
<ul style="list-style-type: none"> Athlete funding 	Support Senior and Junior Team – World Cup/Series, Jr Worlds Seniors – fully funded Juniors - 50% funded Uniforms for divers and officials	Support Senior and Junior Team - World Cup/Series, Jr Worlds Seniors – fully funded Juniors – 50% funded Uniforms for divers and officials	Support Senior and Junior Team towards World Cup/ Jr Worlds. \$4000 x 7 Senior athletes \$2000 x 4 Junior athletes Uniforms for divers and officials.	Support Junior DNZ team towards International competition up to \$2000 pp	Treasurer Budget as approved at AGM

Financial Stability - risk management	Coaches, judges, medical team costs covered by DNZ As per HPSNZ & Sport NZ to maintain sufficient reserves equivalent to 12-24 months operating costs and potential legal challenges. DNZ holds an appropriate level of insurance.	Coaches, Judges, Medical team costs covered by DNZ As per HPSNZ & Sport NZ to maintain sufficient reserves equivalent to 12-24 months operating costs and potential legal challenges. DNZ holds an appropriate level of insurance.	As per HPSNZ & Sport NZ to maintain sufficient reserves equivalent to 12-24 months operating costs and potential legal challenges. DNZ holds an appropriate level of insurance.	As per HPSNZ & Sport NZ to maintain sufficient reserves equivalent to 12-24 months operating costs and potential legal challenges. Discuss at workshop. DNZ holds an appropriate level of insurance.	As per HPSNZ & Sport NZ to maintain sufficient reserves equivalent to 12-24 months operating costs and potential legal challenges. DNZ holds an appropriate level of insurance.
Strategic Pillar	12 year goal (2032)	4 year goal (2024)	12 month goal (December 2021)	90 day action plan (from AGM)	Person responsible
Performance (number of medals/finalists etc to be added later)	Podium finish at Olympics, Commonwealth Games, World Cup/Series, Grand Prix and Junior Worlds Yearly development camps for senior/junior teams in Olympic/CG cities (in preceding yrs) Yearly development camps for Age/Jr Elites Yearly Development plans for all coaches	Finals at Olympic Games World Cup/champs, Grand Prix, World Juniors Medals at Comm Games Yearly Development Camp for Senior/Junior Team Yearly Development Camp for Age/ Jr Elite squad Yearly Development Plan for all coaches	2-3 athletes at Olympics, World Cup – semi-finals Jr Worlds – medal, finalists Development Camp for Senior/Junior Squad Development Plan for Senior Coaches Level 2/3 Development plan for Level 3 Judges ** judges regularly judge senior/junior squad	One athlete at 2020 (2021) Olympics - Semi Finals Investigate options for Medical Staff – request proposals from potential medical staff, liaise with Sponsorship/funding team to create grant applications to cover expenses Plan content for Athlete Development Camp 2021. Engage senior	Development Officer Budget - to be proposed for inclusion in the 2022 Budget. Currently nil budget.

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	<p>Yearly development plan for all judges</p> <p>High performance funding for coaches and athletes</p> <p>National Performance Manager</p> <p>High performance training centre for Diving – coaches, athletes, judges, administration based here with access to onsite/ nearby medical staff</p>	<p>Development plan for all judges ** judges regularly judge senior/junior squad</p> <p>National Performance Manager</p> <p>High Performance funding for coaches and athletes</p> <p>International FINA level facilities in New Zealand</p> <p>Medical staff on contract</p>	<p>Identify ideal Medical Staff to consult to DNZ team</p>	<p>coaches to start writing out development plans.</p> <p>Investigate WDC feedback: Should coaches be paid for attending DNZ events, Develop/progress a national coach development programme including mentoring of coaches, investment schedule for coach and judge career pathways.</p>	
Strategic Pillar	12 year goal (2032)	4 year goal (2024)	12 month goal (December 2021)	90 day action plan (from AGM)	
Governance	<p>New strategic plan</p> <p>Paid CEO and Ops team: 80hr/week admin/finance team</p> <p>National Performance Manager</p> <p>National Development Manager</p> <p>Medical Team</p> <p>Multiple quality applications for Board Members.</p>	<p>Review strategic plan, amend as necessary</p> <p>Paid CEO and operations team: 40hr week admin/finance team</p> <p>National Performance Manager</p> <p>National Development Manager</p> <p>Successful succession planning. New Board members inducted and</p>	<p>Strategic plan referred to at all board meetings, 90 day actions updated at each meeting for each member.</p> <p>All board decisions reflect back to the Strategic Plan.</p> <p>Initiate succession planning for all Board Members – all documents easily</p>	<p>All members to complete Governance 101</p> <p>All DNZ committees to complete brief reports as per Committee Report Template prior to each Board Meeting</p> <p>Confirm all clubs support the current vision and values.</p> <p>Complete a SWOT analysis. Determine who DNZ is wanting to aspire</p>	<p>Comms Officer</p> <p>Budget - to be proposed for inclusion in the 2022 Budget. Currently nil budget.</p>

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	Multiple quality applications for DNZ committee members	their succession plans in place. All committees full, with succession plans in place	accessible by all Board members All DNZ committees are full, action plans are submitted to the Board annually, reports submitted to Board for each quarterly board meeting	to with respect to governance.	
Strategic Pillar	12 year goal (2032)	4 year goal (2024)	12 month goal (December 2021)	90 day action plan from AGM	Person Responsible
Health and Safety	Access to Medical Team onsite/nearby Participation in research projects Mental health programme Safety is foremost in all venues and at all events	Identified Medical Advisor, Team Physio, Dietician, Psychologist Training Injuries tracked for trends Nil injuries at DNZ events All events (DNZ or club level) have event management forms in place Safety is foremost in all venues and at all events	H&S pack for all clubs to meet all H&S requirements for PCBUs/Voluntary organizations Nil injuries at DNZ events Safety is foremost in all venues and at all events Pandemic Plan in place All DNZ events/travelling teams have H&S Plans in place Investigate Social Diversity position	Board succession plan Event Management forms in place for 2021 DNZ events ** New ** Member Protection Procedure - Reporting Situations of Possible Abuse (physical, sexual, psychological, emotional) International H&S plan for International Events	Health & Safety - Ali Derbyshire Budget - to be proposed for inclusion in the 2022 Budget. Nil budget currently.
Strategic Pillar	12 year goal (2032)	4 year goal (2024)	12 month goal	90 day action plan	Person Responsible

			(December 2021)	(from AGM)	
<p>Development</p> <ul style="list-style-type: none"> ● Build number of clubs ● Build numbers of divers at all levels ● National school marketing programme ● Build number of coaches ● Build number of Judges 	<p>One diving club at each New Zealand facility with diving boards</p> <p>Primary/Intermediate National Champs</p> <p>Secondary School National Champs</p> <p>Diving is actively marketed to all schools in catchment of existing clubs</p> <p>National Development Manager, Regional Development Managers</p> <p>Marketing team</p> <p>Deliver coaching and judging programmes 4x/year across NZ</p> <p>As new pools are built, DNZ to become involved with lobbying for inclusion of diving facilities</p>	<p>7 clubs</p> <p>Primary/Intermediate National Champs</p> <p>Secondary School National Champs</p> <p>Diving is actively marketed to all schools in catchment of existing clubs</p> <p>National Development Manager</p> <p>Marketing is part of the admin job description</p> <p>Deliver coaching and judging programmes 2x/year across NZ</p> <p>2 more pools with capacity to run diving programmes available in NZ – modify existing or new builds</p>	<p>5 clubs</p> <p>Secondary School National Champs</p> <p>Create club information packs for new clubs to get them up and off the ground</p> <p>National marketing programme</p> <p>Work with Sport NZ to discover which areas might build pools in near future, lobby to get diving boards into those plans</p> <p>Work with Primary/Intermediate and Secondary School Sports associations in existing club centres to promote sport annually</p> <p>Develop a programme that can be rolled out with pools that only have 1m board access</p>	<p>Track numbers at each club, quarterly (everyone who has been involved in any programme)</p> <p>Build relationships with Primary/Intermediate and Secondary School Sports Associations to promote sport through these channels</p> <p>Continue development of National Secondary Schools event</p> <p>Review at Workshop- what are the top priorities for each club in NZ, what is the top improvement needed for each diving facility in NZ. Develop a national marketing programme (outside of schools) targeting complementary sports of gymnastics, trampoline, swimming.</p>	<p>Deputy Chair - to be assigned at AGM.</p> <p>Budget - to be proposed for inclusion in the 2022 Budget. Nil budget currently.</p>