



**SURF LIFE SAVING**<sup>®</sup>  
N E W   Z E A L A N D

## **SURF SPORTS BLUE SKY REVIEW 2014**

**Current State Summary and Stage One Report – 9 June 2014**

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# 1. Executive Summary

## Background

The last review of surf sports was completed in 2012. The overall outcome of that review was that the events reviewed should largely continue as they were with only relatively minor changes needed to improve them.

## Project overview

This project will involve wide consultation with the Surf Life Saving community to develop a member-directed strategy for surf sports in New Zealand from 2016 – 2020.

This project will be completed in two distinct stages:

1. Stage one – Consultation with the Surf Life Saving Community to establish the appetite for change. The results from stage one will determine the direction of the project in stage two.
2. Stage two – Detailed consultation with the Surf Life Saving Community to discuss the issues facing surf sports, ideas to address these issues, key areas of activity and priorities for surf sports. At the conclusion of stage two the two key deliverables will be:
  - i. Surf Sports Strategy 2016 – 2020 for review and approval by the SLSNZ Board, and
  - ii. A set of recommendations accompanied by an implementation plan.

## Current State

- On average, 3,148 members compete in national and regional surf sports events every season. 2,532 of these compete in national events. This is 18% and 15% respectively, of total SLSNZ members.
- Over the past three seasons, entries at national events have increased slightly, with the exception of IRB Nationals.
- Overall surf sports participation by members at national and regional levels is reasonably static.
- Under-14 competitors make up 34% of entries at national events, even though they only compete at Oceans and Pool Nationals. The remainder of entries are from Open (29%), Under-19 (14%), Under-16 (13%) and Masters (10%) competitors.
- Males make up 55% of entries and females 45%.
- Surf and beach disciplines account for 31% of total entries followed by junior (24%), pool (15%) and surf boats, IRBs and canoes all on 10%.
- With so many disciplines (some with very little in common), there is always debate about whether a particular discipline is getting its appropriate share of attention (or too much).
- All national events run at a deficit but regional events are generally run at break-even or better.
- SLSNZ is not in a strong financial position to fund sustained losses on national events. While there has been significant improvement in recent years, there is still a sizeable gap to be covered.
- New Zealand are the current team World Champions in the Open grade and Silver Medallists in the Youth grade, with a number of individual discipline world champions and record holders.
- HPSNZ funding for high performance has reduced in the past three years and is under significant pressure to reduce further when it comes to a review at the end of 2014.
- There is relatively little media coverage of surf sport events, with the only TV exposure being replays of the Australian Kellogg's Ironman series.
- The information on the SLSNZ database for active coaches and officials is not up-to-date and benchmarks for these groups need to be set.

## Issues for Surf Sport

While not yet on a burning platform, there are number of issues being raised that are increasing the temperature: These include (not in any particular order):

- Participation is flat – what can be done to take it to another level? Is the capacity there for Clubs to do this? Is the appetite there?
- What can be done to support Clubs to run more and better events?
- What can be done to help support innovation in events in order to keep the sport fresh and exciting for members?
- Surf sports athletes have many other choices. What can be done to retain them?
- There are criticisms of every event so what can be done to improve them?
  - Carnival programmes involve a large time commitment which is becoming more difficult for members to attend. Do events need to change to shorter formats?
  - Events with large programmes have a lot of down-time for competitors. How can this be eliminated or reduced?
  - Some events have very full programmes and don't have much room to grow. Should some elements be removed or cut back?
  - There are only a handful of Clubs' beaches that can host national events. Are people prepared to sacrifice standards for a greater variety of venues?
  - The events calendar is crowded, driven by tradition, not always coordinated with student holidays and doesn't build-up through the season. Can this be improved? Should there be greater integration with the Australian calendar?
  - Should there be closer alignment with ILS competition standards and rules?
- How do SLSNZ provide support for all the different disciplines and meet expectations for domestic and international competition? How do we achieve equity and who sets priorities?
- Is the current Surf Sports Strategy delivering what is required? If not, what has to change?
- There are a lot of passionate and competitive people involved in surf sport. Most agree that it needs to change to improve, but beyond that there is often little agreement and many different views. How can we reach a consensus for an improvement plan everyone (or at least the majority) will support and not try to re-litigate?
- There is regular criticism over aspects such as the standards of officials, eligibility of competitors, age grades, event rules, location of events, timing of events etc. Some of which is converted into positive suggestions and offers to help but much of it is not. Is a cultural change needed to get people to actively contribute to positive change rather than simply criticise others from behind the scenes or keyboard?
- National events are not being run in a financially sustainable manner. How can this be fixed?
- The membership has high expectations of what they want to see and experience at events but also expect entry fees which are low compared to other sports. Can this continue?
- While entry fees are low, the cost of sports equipment and travel is not, and can be a barrier to participation, especially if clubs are not able to subsidise this cost for members. What can be done to reduce the pressure?
- Pathways exist for officials, coaches, athletes, events and high performance but are not always clear or have gaps that need to be addressed. What are the priorities?
- There has not been a domestic representative event for two years. Surf League was cancelled due to cost reasons. How could a new domestic event be funded and if it is on a user-pays basis will people want it or attend?
- There is a total reliance on HPSNZ funding for the high performance programme. This is under threat as the priority for funding goes to Olympic and other targeted sports. If HPSNZ funding goes – then what?
- There has been a significant drop in the number of IRB drivers and entries in IRB events.

- Event health and safety needs to be reviewed, practical and keeping competitors safe. Requirements are becoming increasingly stringent. How do we manage this to enable events to take place safely?
- Are committee structures the best way to manage surf sports?
- North versus South Island – what is the best way to ensure the South Island members get regular competition – is it more travel subsidies or regular rotation of national events to South Island venues?

### **Stage one results**

The purpose of stage one was to establish the appetite for change amongst the Surf Life Saving Community. All ten stakeholder groups surveyed in stage one were overwhelmingly in favour of adopting an evolutionary approach to stage two.

### **Stage two**

Workshops and surveys will be used extensively in stage two to consult with the membership around addressing the issues and identifying areas where work is required to improve surf sports. Content from these will feed into an updated surf sports strategy, a set of recommendations and an implementation plan for the SLSNZ Board to review.

## **2. Background**

The last comprehensive review of Surf Life Saving sports events was completed in April 2012. This included a detailed analysis of national and regional surf sports events from the 2011/12 season. The overall outcome of that review was that the events reviewed should largely continue as they were with only relatively minor changes needed to improve them.

Over the subsequent two years the SLSNZ Board has been developing the idea that a broader piece of work is now required - to look at how we might structure surf sports in New Zealand if we were starting with more of a 'clean slate'. The concept of the 'Blue Sky Review' involves wide consultation with the Surf Life Saving community to identify ways to make the sport more sustainable in the long term and ensure the pathways, structures and events are delivering a positive outcome for all the participants and stakeholders.

Closely linked to this is the over-arching Surf Sports Strategy, the current one which covers the period from 2011 – 2015, is due to be reviewed in the coming year with the aim of having an updated Strategic Plan in place for the 2015/16 season.

The Blue Sky Review and updating of the Surf Sport Strategy for 2016 – 2020 are two pieces of work have a lot in common and it has been decided to combine these and complete them this year. The reasons for this are obvious:

- There is a huge overlap in topics;
- Any ideas from the Blue Sky review need to be integrated into the Sport Strategy;
- Both involve consultation with stakeholders so best to do that once.

### 3. Project Overview

The overall goal of this project is to deliver a member-directed strategy for surf sports for the next five years.

A key component to this project is the consultation with the Surf Life Saving New Zealand membership. The Surf Life Saving Community will be consulted throughout this project and information will be shared as widely as possible to encourage informed discussion and decisions. It is crucial to the success of the project that the Surf Life Saving Community is engaged and that Surf Life Saving New Zealand is open and transparent throughout.

This project will be completed in two distinct stages:

1. Stage one – Consultation with the Surf Life Saving Community to establish the appetite for change. The results from stage one will determine the direction of the project in stage two.
2. Stage two – Detailed consultation with the Surf Life Saving Community to discuss the issues facing surf sports, ideas to address these issues, key areas of activity and priorities for surf sports.

At the conclusion of stage two the two key deliverables will be:

1. Surf Sports Strategy 2016 – 2020 for review and approval by the SLSNZ Board
2. A set of recommendations accompanied by an implementation plan

A full description of the project scope, deliverables and timelines can be found in the Surf Sports Blue Sky Review Terms of Reference on the [www.surflifesaving.org.nz](http://www.surflifesaving.org.nz) website.

### 4. Current State

#### National Events

SLSNZ is responsible for delivering five national events for Surf Life Saving Club members each season. These are:

1. New Zealand U14 National Championships – A surf and beach event for athletes aged 10 – 13.
2. New Zealand Surf Life Saving Championships – A surf and beach event for qualified, current lifeguards aged 14 and over.
3. New Zealand Masters Surf Life Saving Championships – A surf and beach event for those who have held a lifeguard award and are 30 years of age and over.
4. BP Surf Rescue National Championships – An event for Inflatable Rescue Boat (IRB) crews.
5. New Zealand Pool Championships – A pool-based event for athletes aged 10 years of age and over.

SLSNZ also coordinates the National Surf Boat Series. However, this is a series of four events run by Clubs and SLSNZ provides resources and coordinates points over these four events to determine series winners in U19, U23 and Open events for male and female crews.

## New Zealand U14 National Championships

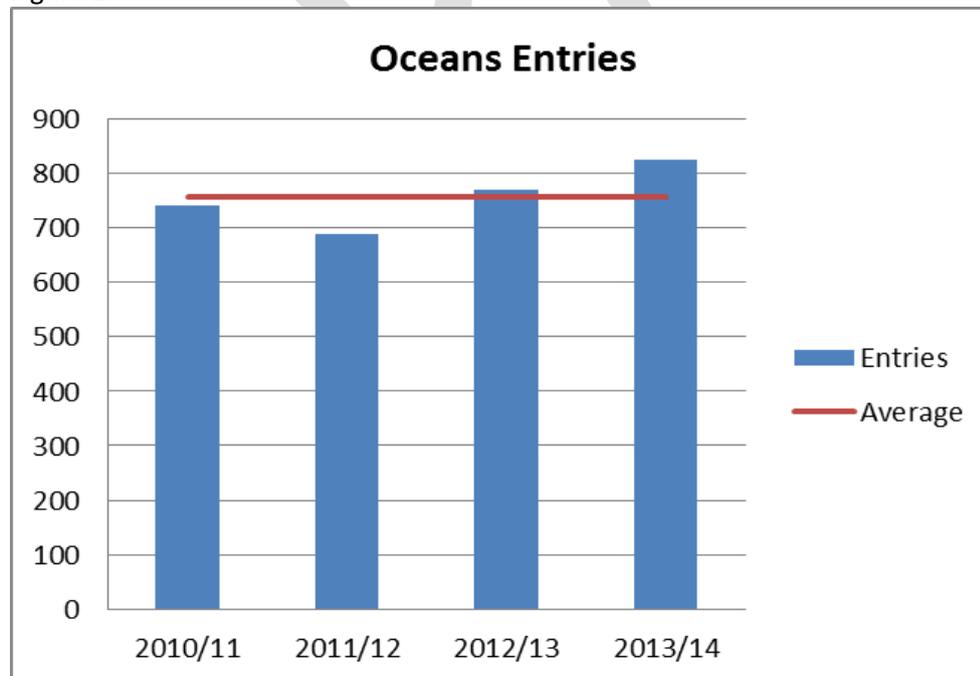
The New Zealand U14 National Championships (Oceans) is open to Surf Life Saving Club members aged 10 – 13. It is a four day event and the events are all surf or beach based. This event was created and run by an individual Club member but is now run by SLSNZ. It is always held at Mt Maunganui, usually in late February. The main reason it is always held there is that it offers a number of alternative venues to hold events if conditions on the main beach are too challenging for the young competitors. There is no qualification process for competitors. Any Surf Life Saving Club members in the 10 – 13 years age range can enter.

On average, 757 competitors from 41 Clubs (see Figure 2) attended Oceans over the past four years. Competitor numbers for 2014 were 11% up on 2011. Competitor numbers dropped 7% between 2011 and 2012 and while there is no definitive research on the reasons for this, it could be assumed that the Canterbury earthquakes were a contributing factor to this drop. Competitor numbers have increased each of the past two years (see Figure 1). On average, 24% of the total membership aged 10 – 13 competes at Oceans (see Figure 3) and while there are entries from all over the country, a large proportion are from Eastern, probably due to Oceans always being held in that Region (see Figure 4).

The Oceans carnival usually starts at midday on the Thursday and runs through until mid-late Sunday afternoon. In 2014 there was a total of 64 individual and team events over the four day programme.

The entry fee in 2014 was a flat fee of \$70 including GST per competitor. That entitled them to enter as many events as they wanted. There were 825 competitors in total which equated to entry income of \$50,217 excluding GST. The cost to SLSNZ to run Oceans in 2014 was \$78,024<sup>1</sup> excluding GST. This equates to an event deficit of \$27,807. Entry fees are the only source of income for SLSNZ at Oceans.

Figure 1:



<sup>1</sup> Year to date – as at 30 April 2014

Figure 2:

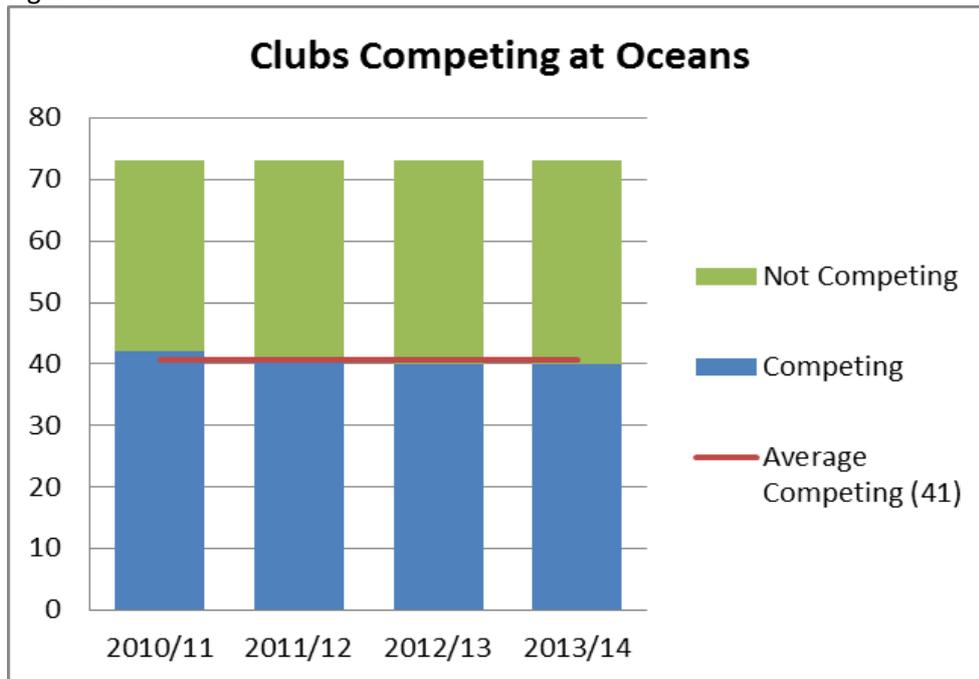


Figure 3:

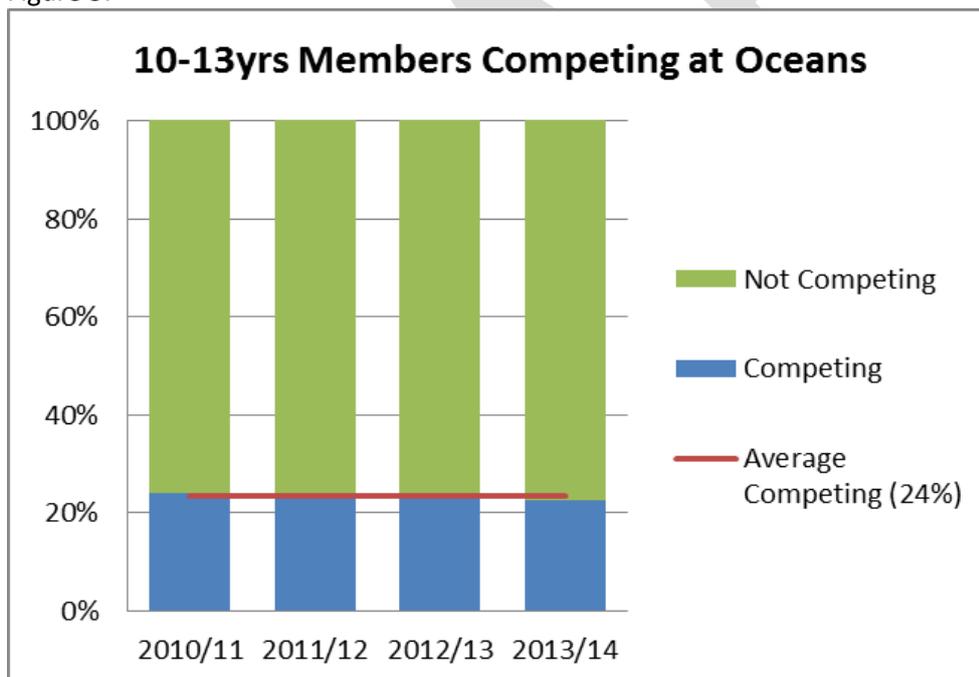
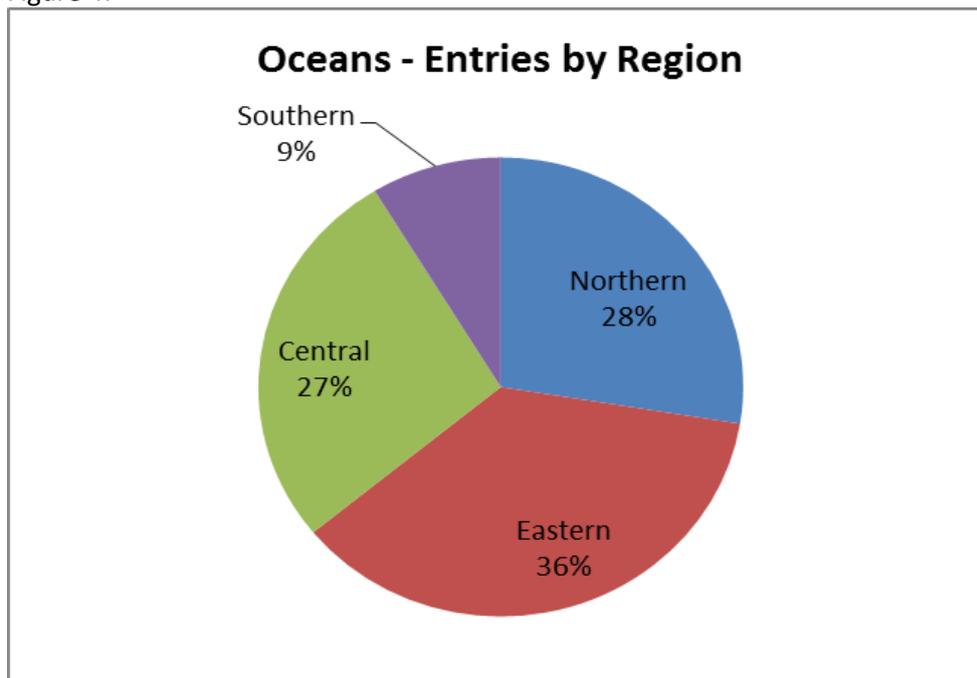


Figure 4:



## New Zealand Surf Life Saving Championships

The New Zealand Surf Life Saving Championships (Nationals) is open to Surf Life Saving Club members who are qualified and current lifeguards<sup>2</sup>. Competitors must be over 14 but there is no upper age limit. There is no qualification process for competitors.

Surf Life Saving Clubs go through a competitive bid process with SLSNZ to decide which Club hosts Nationals each year. There is a set of minimum requirements that Clubs must meet when submitting a bid and this process is designed to be completed in three-year cycles so everyone has plenty of notice of the venue. The past four Nationals have been held at Mount Maunganui in 2011, Gisborne in 2012, Mount Maunganui in 2013 and Whakatane in 2014. The 2011 Nationals was due to be held at the New Brighton Club in 2011 but was shifted to Mt Maunganui at short notice after the February 2011 Canterbury earthquake.

The Nationals event is a three-day carnival that is usually held in early/mid-March. It is run in conjunction with the New Zealand Masters Surf Life Saving Championships, which is held on the Thursday and Nationals follows from Friday to Sunday. In 2014 the programme consisted of 113 individual and team events in surf, beach, surf boat and canoe disciplines.

Competitor entries at Nationals have increased 16% from 2011 – 2014. There was a drop from 2011 to 2012 that could be attributed to the Canterbury earthquakes and the fact that Gisborne was the venue for 2012. Anecdotally, it appears that there is a drop in competitors when Gisborne hosts the Nationals due to the travel requirements for most competitors. Over the past four years, an average of 1216 competitors from 45 Clubs (see Figure 6) attended Nationals each year. Competitor numbers have increased each of the past two years (see Figure 5). Competitors are from all Regions (see Figure 8) and the proportion of competitors from each Region is reasonably close to that of the total membership (see Figure 38). Nearly half of all competitors at Nationals are in the open age

<sup>2</sup> Newly qualified lifeguards or existing lifeguards that have successfully been refreshed

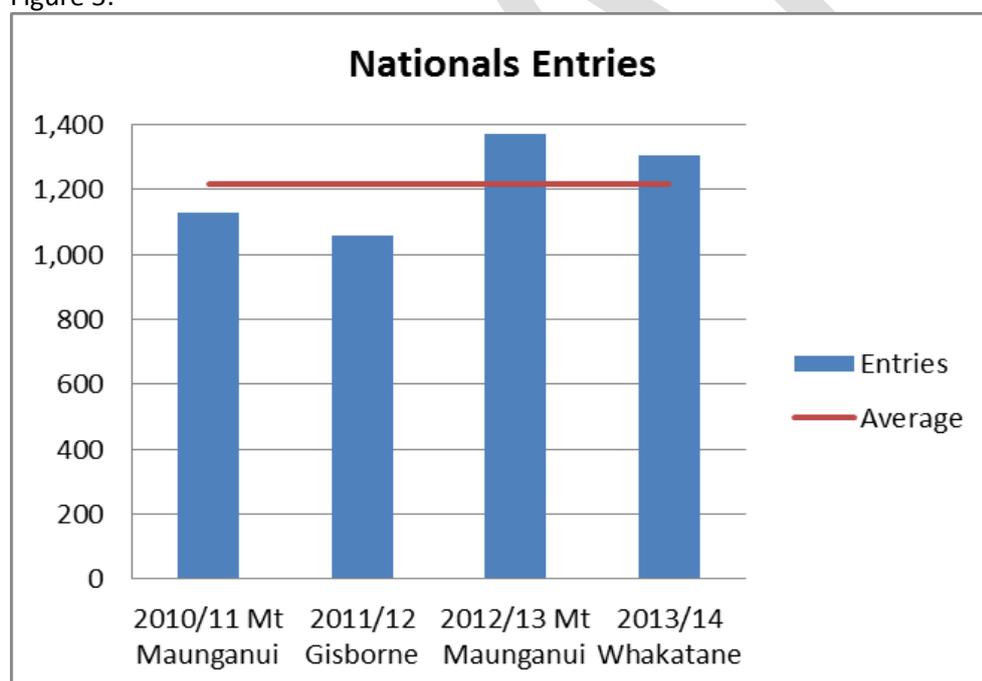
group while Under-16 and Under-19 competitors make up the other half and are reasonably evenly split (see Figure 9).

In the 2013/14 season there were 4,172 qualified and current lifeguards across the country. All of these people would be eligible to compete at Nationals. However, there were only 1,305 competitors which equates to 31% of the qualified and current lifeguards. On average, 29% of current and qualified lifeguards compete at Nationals each year (see Figure 7).

The entry fee in 2014 was a flat fee of \$85 including GST for competitors and they could compete in as many events as they wanted. However, those competing in only surf boat or canoe events had an entry fee of \$45 including GST. Total entry fee income was \$76,239 excluding GST. The only other sources of income in 2014 were from an exhibitor paying to be present and ticket sales from the U18 and Open after-parties. Total income from all sources for Nationals was \$83,391. Nationals and Masters are treated as one event by SLSNZ for event management purposes because so many costs are shared by the two events. The only income from Masters was \$12,304 excluding GST in entry fees, so total income across both these events was \$95,695 excluding GST. The total cost of running these combined events was \$130,791<sup>3</sup> which means this event ran at a deficit of \$35,096 in 2014.

Included in the costs for Nationals was a subsidy paid to South Island Clubs of \$100 per competitor. This amounted to \$18,300. This subsidy was implemented after the Canterbury earthquakes and was only meant to be a temporary measure because the Nationals events for the next few years were to be held in the North Island. However, no end date to this subsidy has been set by SLSNZ.

Figure 5:



<sup>3</sup> Year to date – as at 30 April 2014

Figure 6:

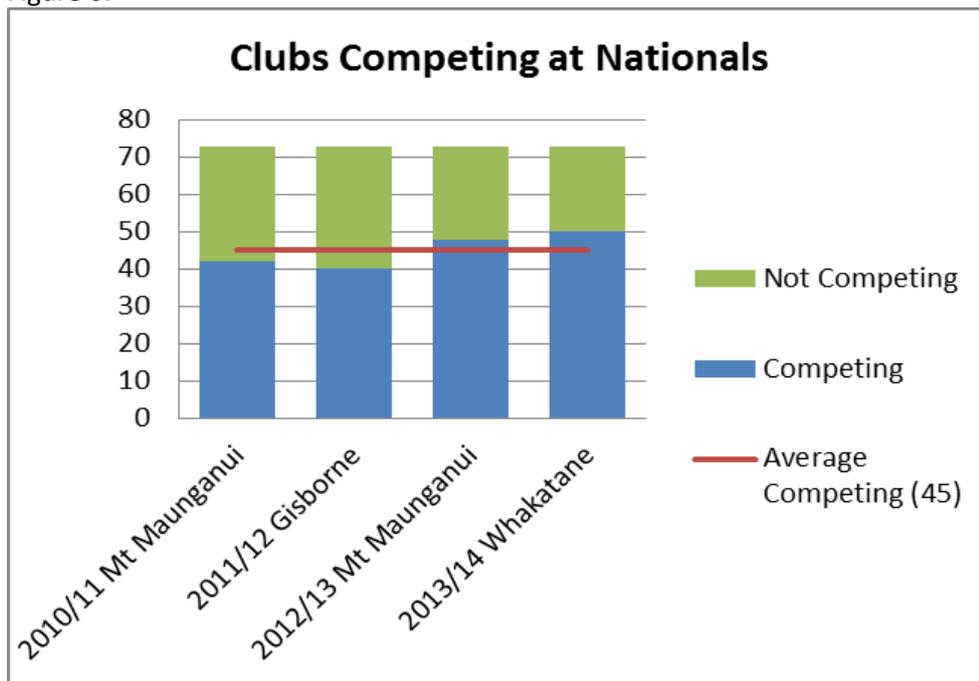


Figure 7:

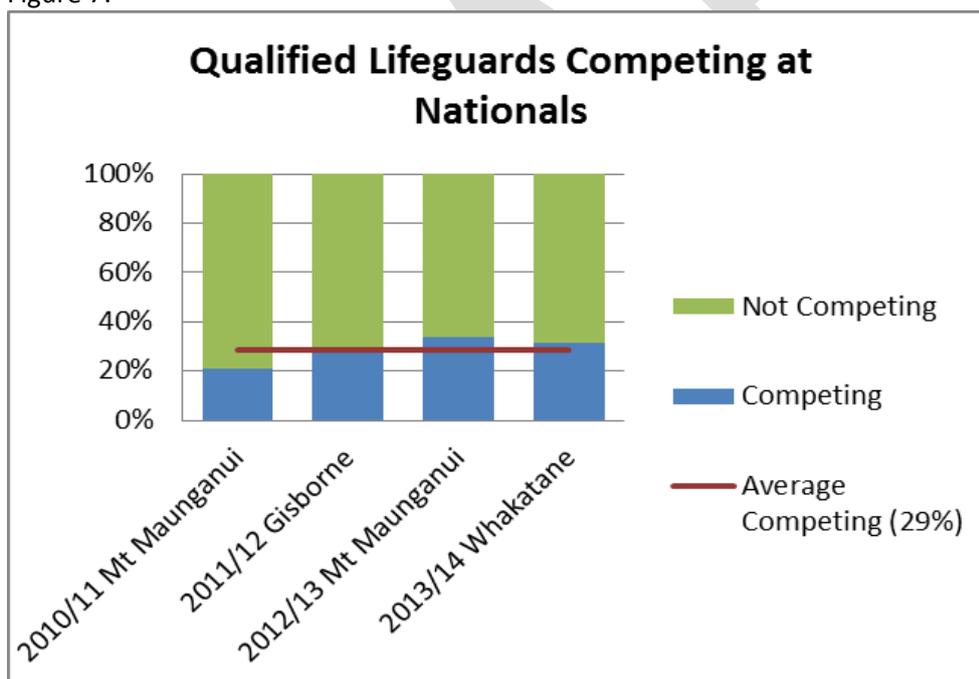


Figure 8:

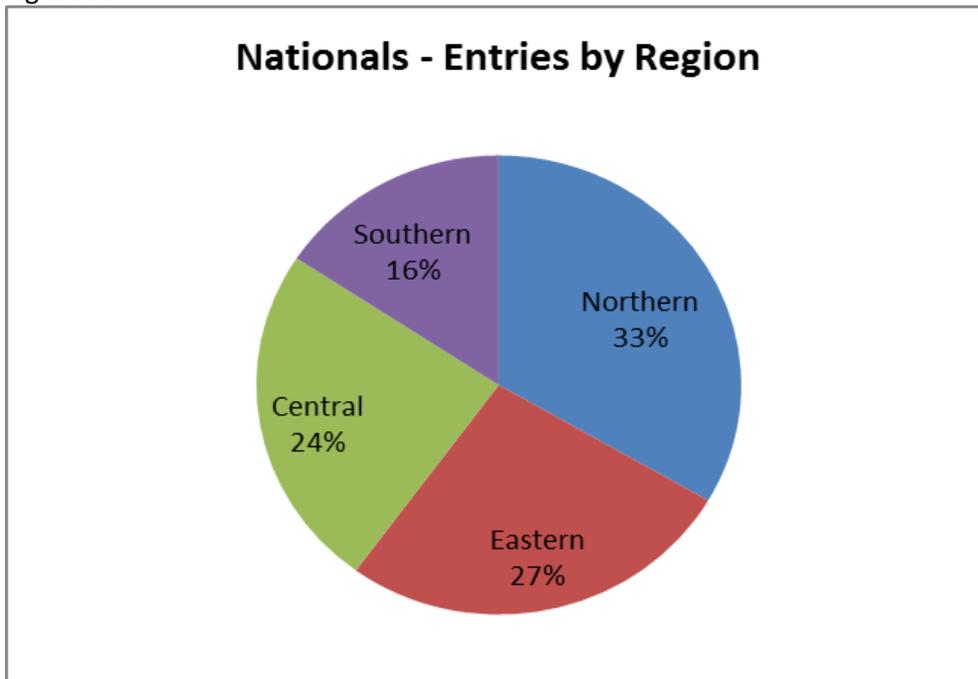
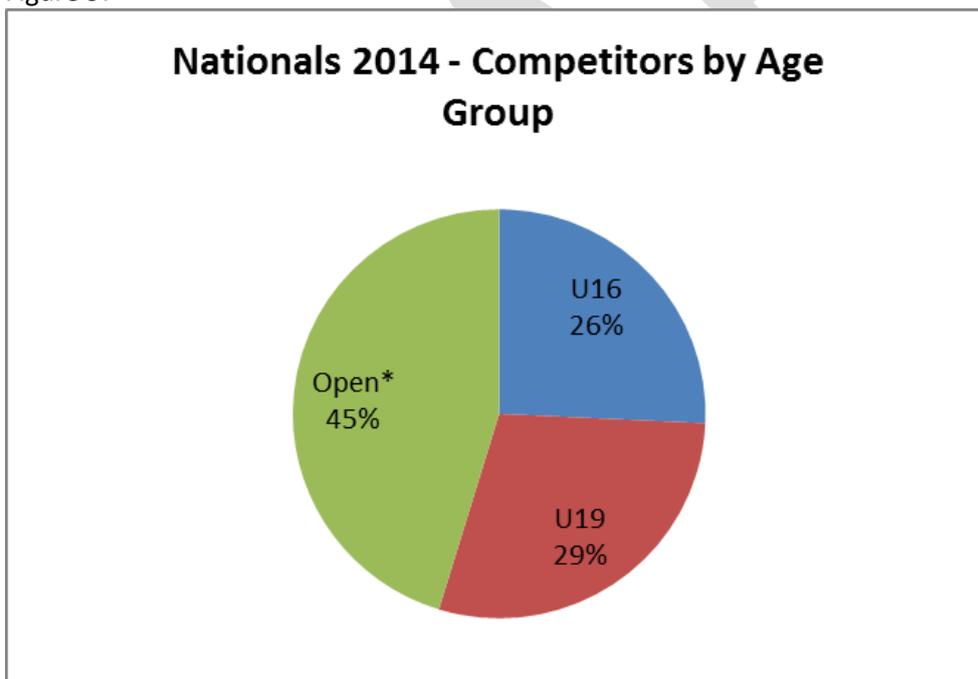


Figure 9:



## New Zealand Surf Life Saving Masters Championships

The New Zealand Masters Surf Life Saving Championships (Masters) are held in conjunction with Nationals each year. Masters is held on the Thursday and is open to Surf Life Saving Club members who have held a bronze lifeguard award. Competitors do not need to be a current refreshed lifeguard but need to be aged 30 years and over.

In 2014, the Masters programme consisted of 132 team and individual events across surf, beach, surf boat and canoe disciplines.

Masters competitors have increased 22% for the period 2011 – 2014 (see Figure 10). As per Nationals, there was a drop in 2012 but the numbers have risen steadily over the past two years. Over the past four years, an average of 254 competitors from 28 Clubs have competed at Masters (see Figure 11). Competitors from Eastern Region dominate total entries with nearly half of all competitors from that Region in the period 2011 - 2014 (see Figure 12). On average, only 5% of members aged 30+ compete at Masters (see Figure 13).

As mentioned above, Nationals and Masters are run together by SLSNZ for event management purposes. This includes the financials for these two events. The only source of revenue for Masters is entry income. The entry fee for competitors in 2014 was a \$50 including GST flat fee. This resulted in total entry fee income of \$12,304 excluding GST. As per the information above, the combined Nationals and Masters event ran at a deficit of \$35,096 in 2014.

Figure 10:

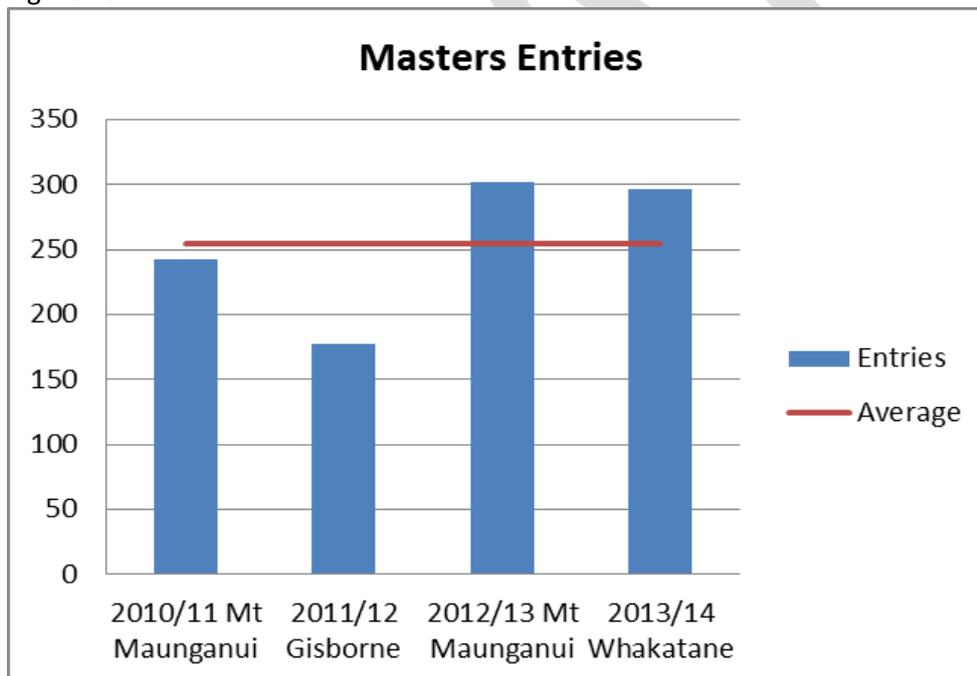


Figure 11:

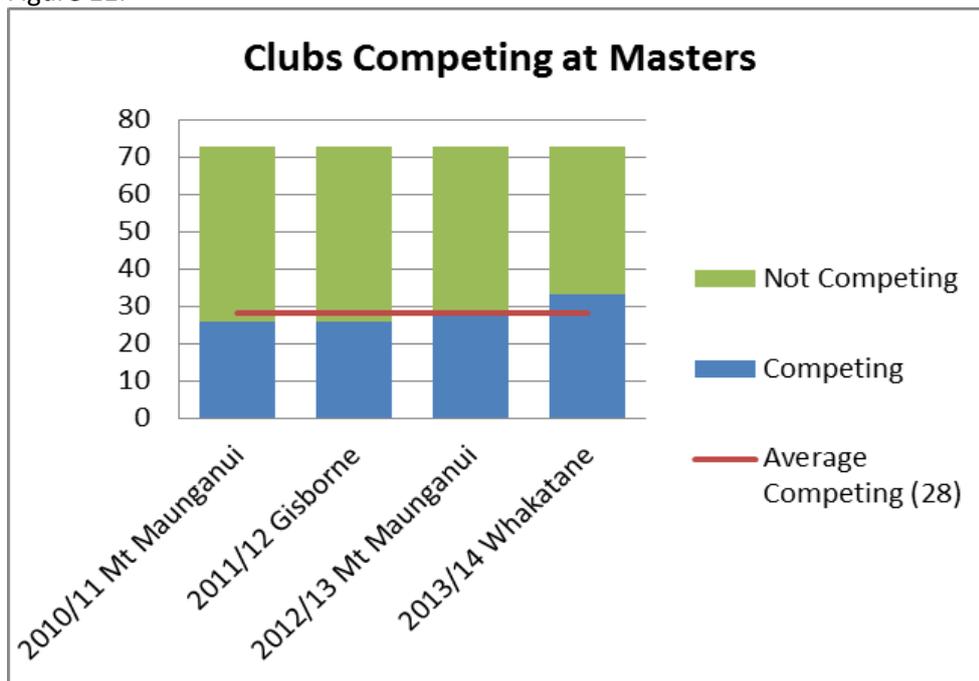


Figure 12:

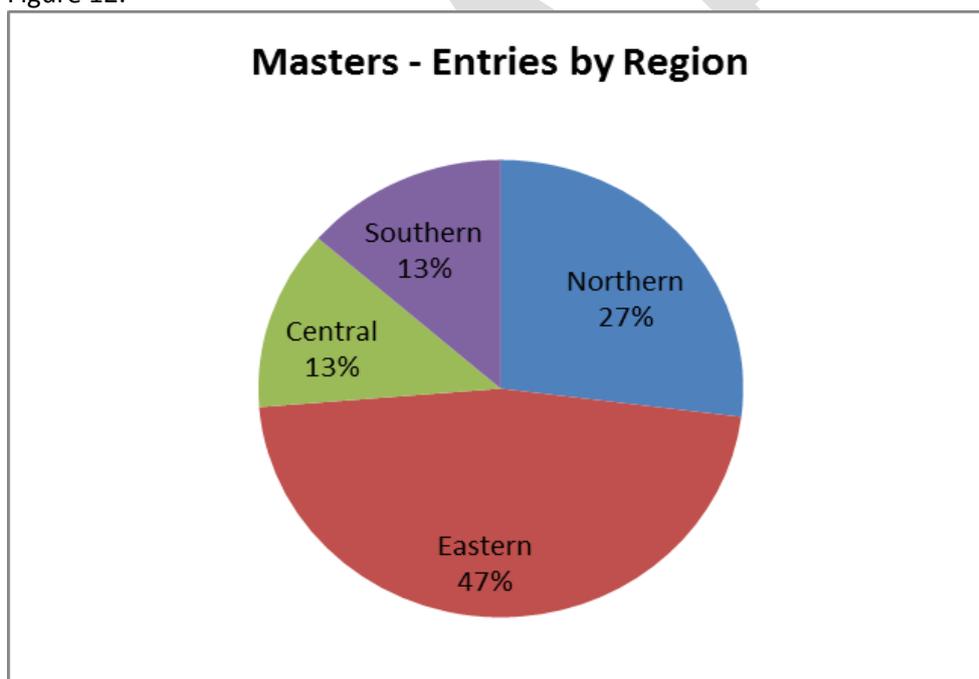
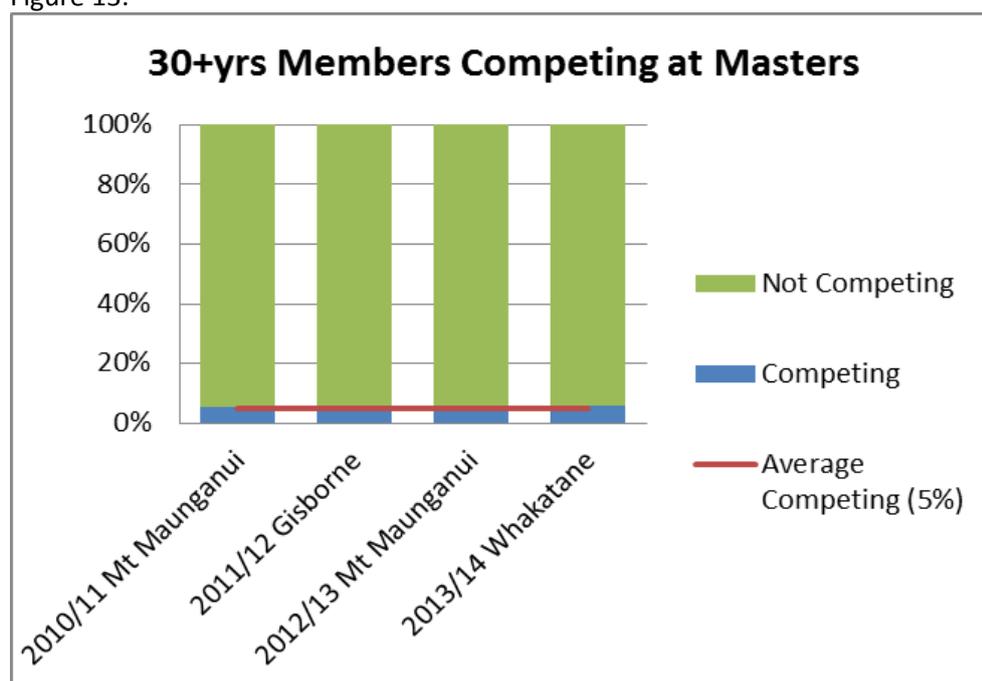


Figure 13:



## BP Surf Rescue New Zealand Championships

The BP Surf Rescue New Zealand Championships (IRB Nationals) is an event for Inflatable Rescue Boats (IRBs). It is open to Surf Life Saving Club members who are qualified and current lifeguards. The drivers of the IRBs must also be qualified and current IRB drivers.

IRB Nationals is usually held in late March and Clubs bid to host the event. The past four events have been held at Whangamata in 2011, Warrington in 2012, Waipu Cove in 2013 and in Whangamata again in 2014.

In 2014, there were 303 competitors from 27 Clubs competing in 19 team events. From 2011 to 2014, this event averages 324 competitors from 28 Clubs (see Figure 15) from all over New Zealand. The total number of competitors has dropped 15% since 2011 (see Figure 14). A major factor in this drop in competitors is the 45% drop in qualified and current IRB drivers from 2010/2011 – 2013/2014 (see Figure 41). In contrast to other national events, the majority of competitors come from the Southern and Eastern Regions (see Figure 16).

The only income for SLSNZ for this event is entry fee income. Competitors were charged \$40 including GST per team per entry in 2014 and total entry fee income was \$12,765 excluding GST. The cost to run this event in 2014 was \$27,486<sup>4</sup> excluding GST so the event ran at a deficit of \$14,721.

The BP Surf Rescue New Zealand Championships is the only national event with any sponsor association. BP have been a long-term supporter of IRB rescue boats in New Zealand and the naming rights of this event has always been included as part of the sponsorship agreement with BP.

<sup>4</sup> Year to date – as at 30 April 2014

In 2014 there was no after-party for competitors at the conclusion of IRB Nationals. A history of antisocial behaviour at such events in Whangamata in the past and damage to facilities meant that no bar was willing to hold a function for Surf Life Saving competitors.

Figure 14:

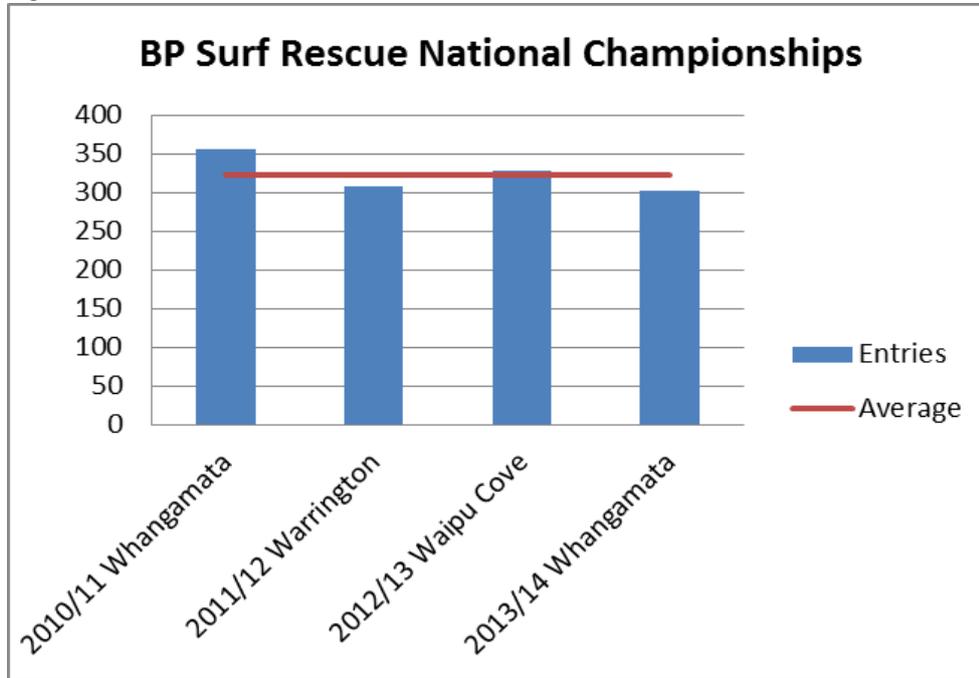


Figure 15:

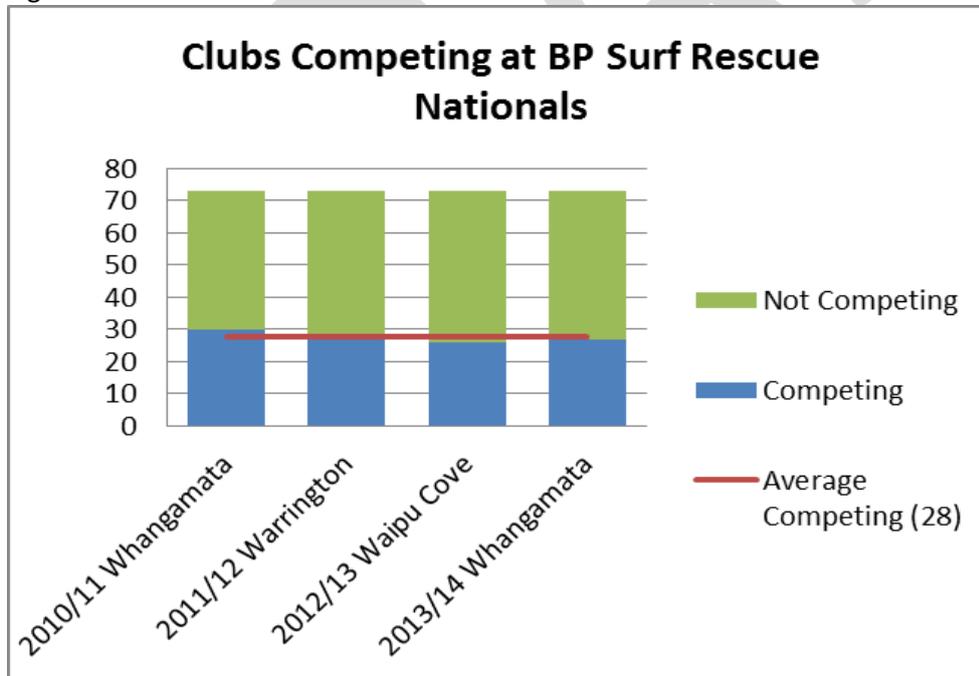
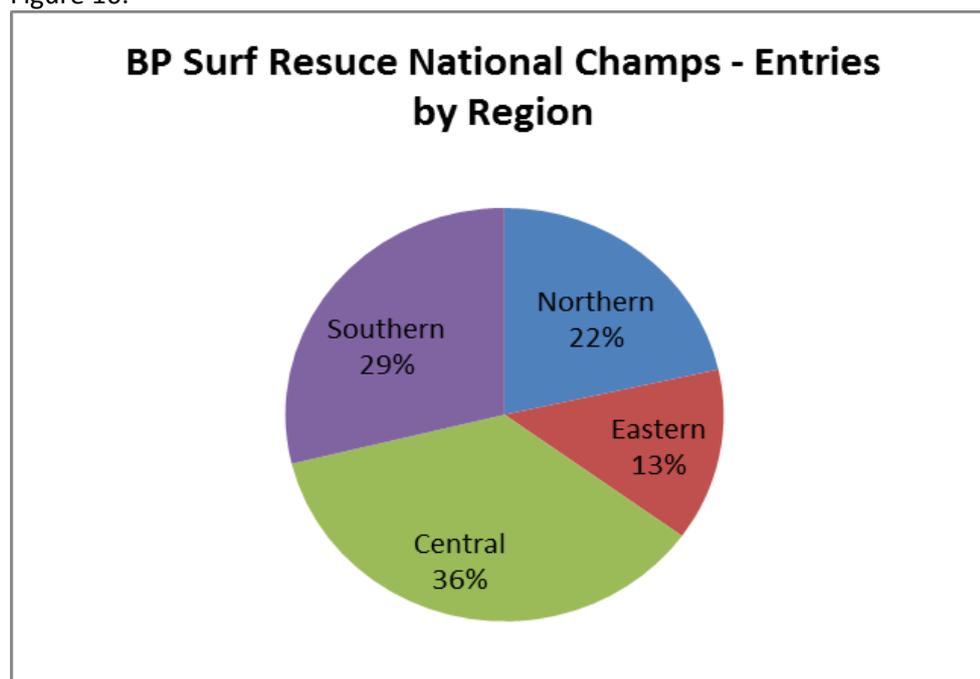


Figure 16:



## New Zealand Pool Championships

The New Zealand Pool Championships (Pool Nationals) is an event for Surf Life Saving Club members aged 10 and over. Competitors do not need to be a current or refreshed lifeguard. There are categories for Under-11, Under-12, Under-13, Under-14, Under-16, Under-19, Open and Masters competitors. Over the past four years this event has been held in Wellington three times and Hamilton once. The 2014 event is scheduled to be held in Auckland.

Over the past four years, Pool Nationals has averaged 486 competitors from 28 Clubs (see Figure 18). Although competitor entries in 2013 were up 8% on 2010, the number of entries has declined over the past two years (see Figure 17). Entries in 2013 were dominated by competitors under the age of 14, with 53% in this age group (see Figure 20). Open and Masters (30+) competitors combined only made up 11% of competitors. Central (41%) and Eastern (39%) account for a total of 80% of total entries (see Figure 19). There were a total of 122 individual and team events at the 2013 event.

Competitors at the 2013 Pool Nationals were charged a \$50 including GST flat fee for entry. SLSNZ entry income for this event was \$20,652 excluding GST while event costs were \$27,486<sup>5</sup> excluding GST. This equates to an event deficit of \$6,834. Entry fees are the only source of income for SLSNZ for this event.

<sup>5</sup> Year to date – as at 30 April 2014

Figure 17:

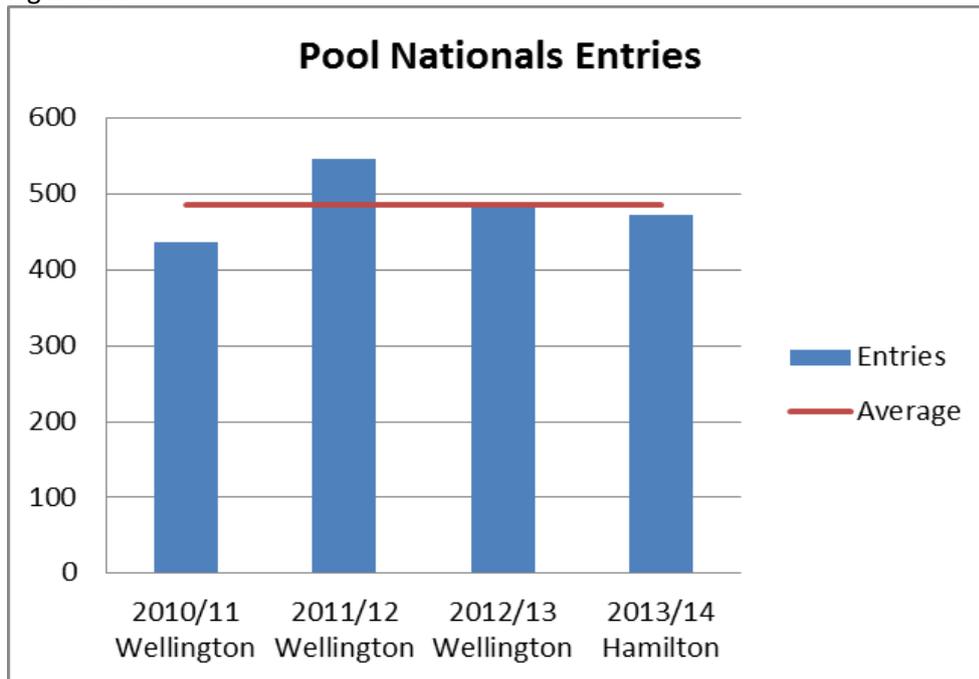


Figure 18:

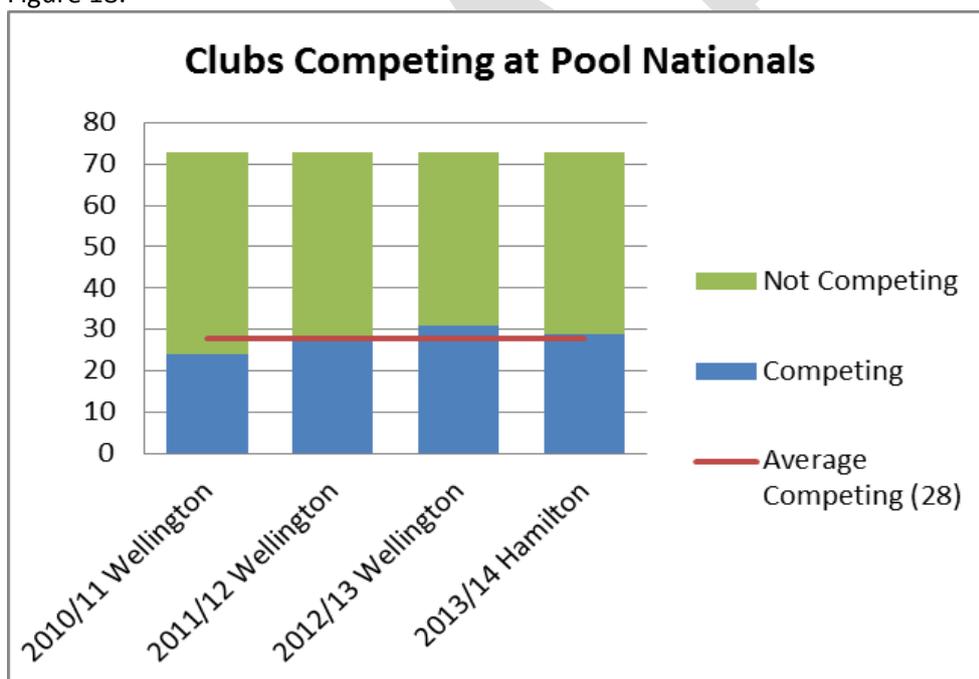


Figure 19:

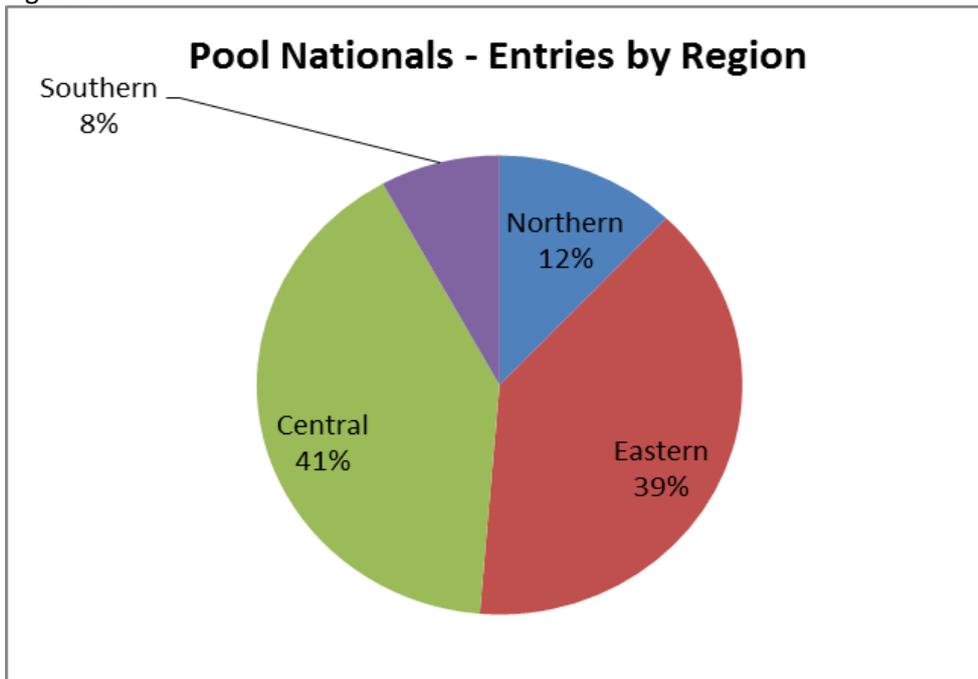
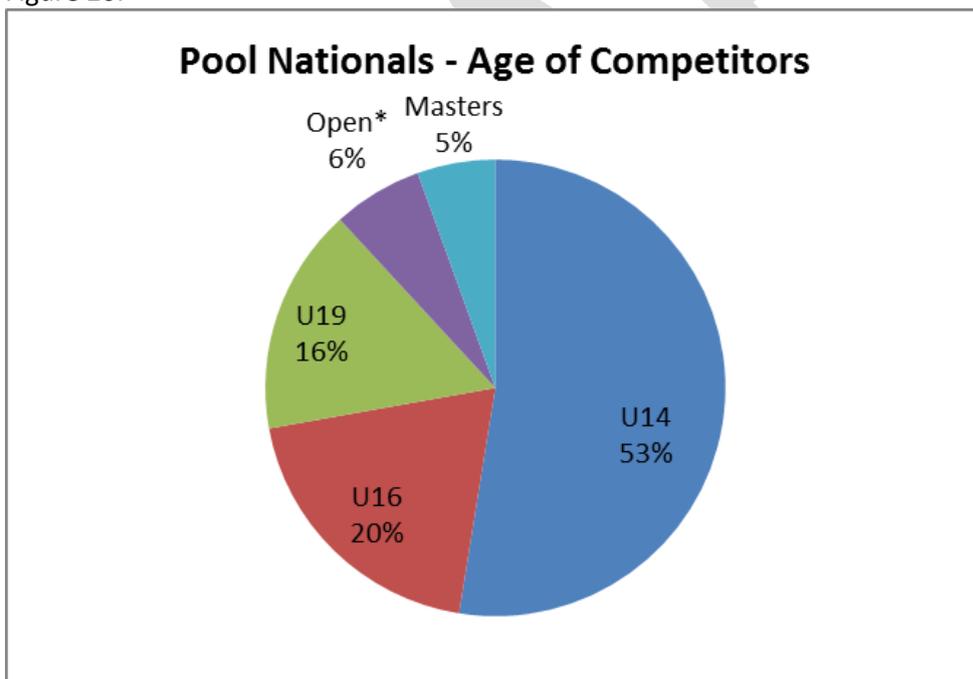


Figure 20:



## BP Surf Rescue North Island and South Island Championships

SLSNZ is also responsible for managing two other IRB events each season, the BP Surf Rescue North Island and South Island Championships. These are commonly known as North Island IRBs and South Island IRBs.

These two IRB events have replaced a series of regional IRB events. The total participation in IRB events outside IRB Nationals has fallen by 35% in the past three seasons (see Figure 21). An average of 32 Clubs per season compete in these IRB events (see Figure 22).

Figure 21:

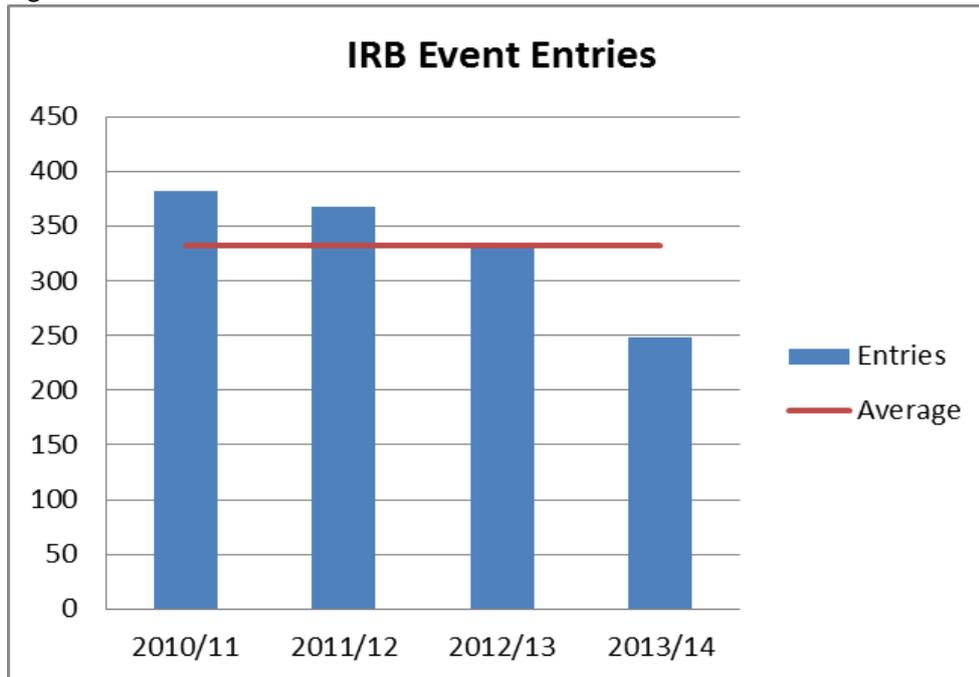
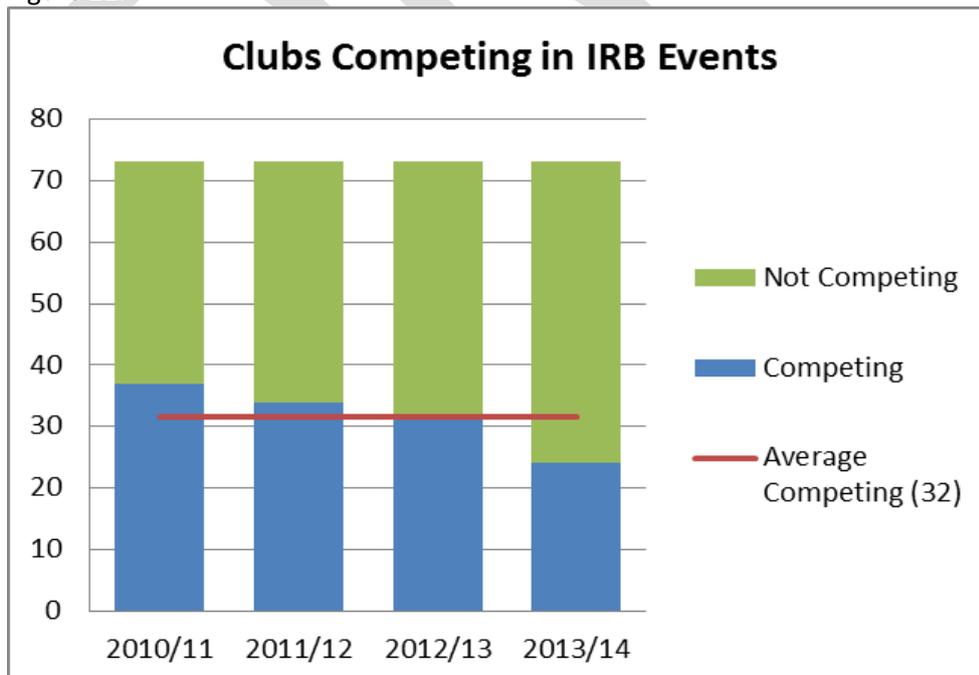


Figure 22:



In late 2013 SLSNZ requested bids from Clubs to host the 2014 North Island IRBs. Initially there were no bids, so a second round of applications was opened. From this, only two Clubs showed any interest and after one of those pulled out, the remaining Club was awarded the event. This shows that Clubs are not rushing to host IRB events.

Entry fee income for these two events was \$7,369 excluding GST in 2013/14. The cost to run these two events was \$26,115<sup>6</sup> excluding GST. Therefore, the deficit to run this series is \$18,746.

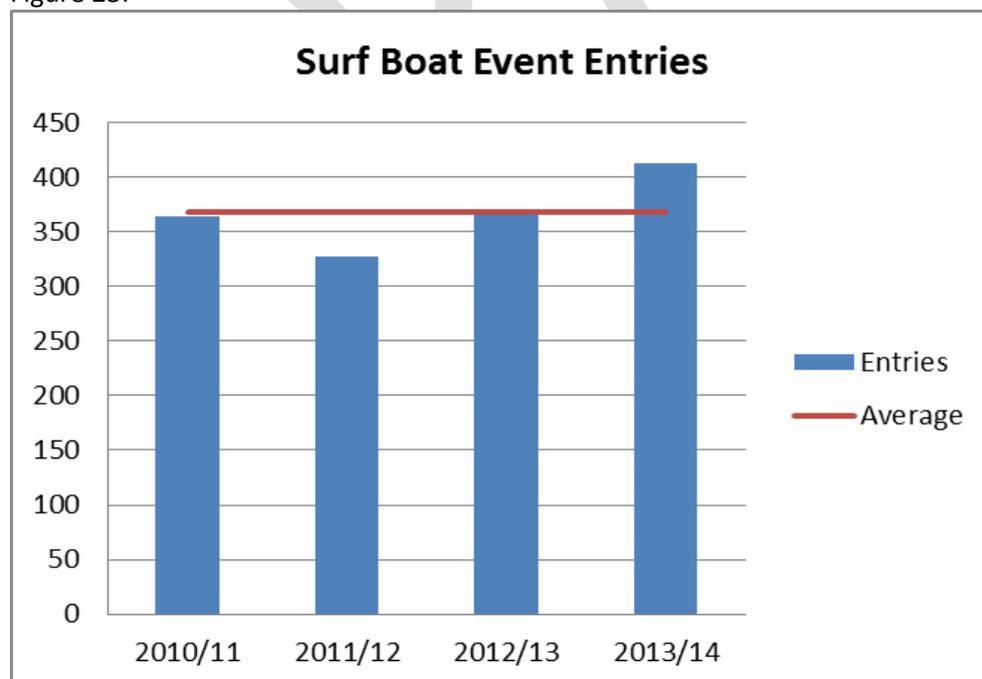
## Surf Boat Series

The Surf Boat Series consists of four Club events. Points are awarded to crews at each event and there are overall series winners in both Men’s and Women’s Under-19, Under-23 and Open categories. The Clubs run these events but SLSNZ coordinates the series points, pays travel reimbursements for officials and provides equipment and staff at each event. 29 crews entered the series but at the end of the series, only 23 completed enough events to be considered for a placing.

On average, 19 Clubs per season compete in surf boat events (see Figure 24). Participation in surf boat events has grown 13% since the 2010/11 season. The past two years has seen strong growth in participation with 412 people competing in surf boat events in 2013/14 (see Figure 23). Over the past four seasons, an average of 368 people competed in surf boat events.

Crews participating in the Surf Boat Series pay an entry fee of \$150 including GST per crew to help cover SLSNZ costs. In addition to this, crews also had to pay an entry fee to the host Club at each event. The cost of this was \$50-75 per crew. Entry fee income for SLSNZ was \$3,783 excluding GST. The cost to run the series was \$13,758<sup>7</sup> resulting in a deficit of \$9,975.

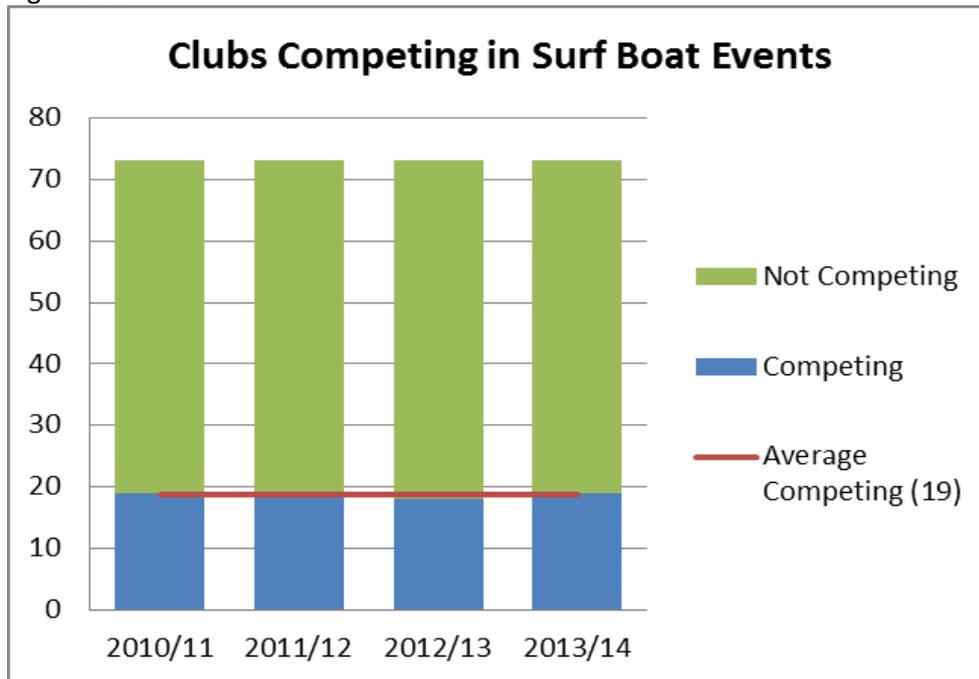
Figure 23:



<sup>6</sup> Year to date – as at 30 April 2014

<sup>7</sup> Year to date – as at 30 April 2014

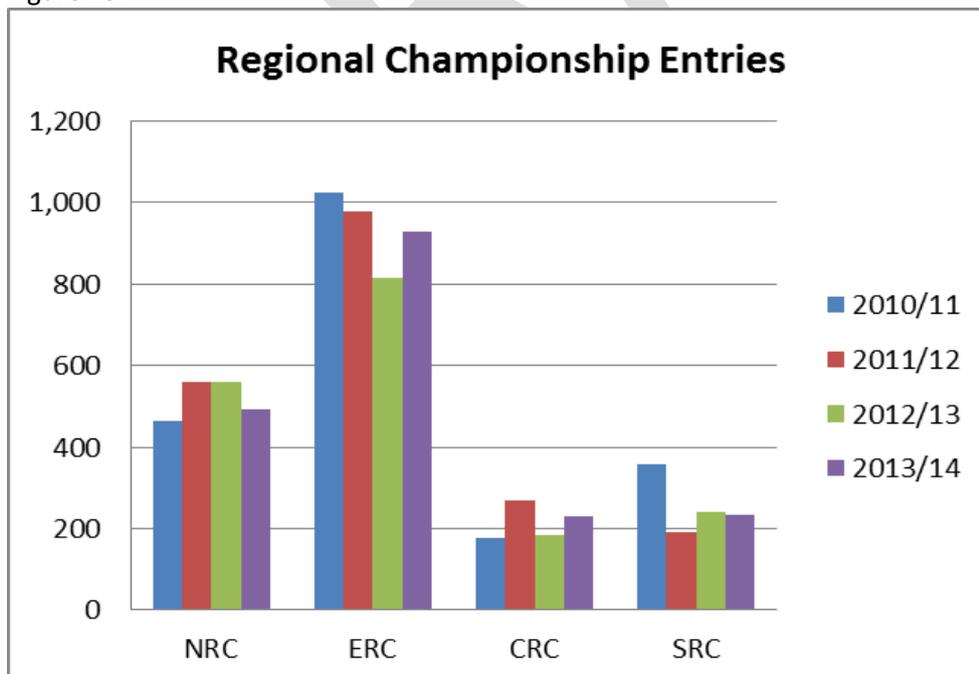
Figure 24:



## Regional Championships

Each Region holds regional championships for members aged 14 years and over who are qualified and current lifeguards. These carnivals have surf and beach events and the carnivals are usually held over a weekend. A summary of entry numbers for regional championships is in Figure 25.

Figure 25:



In the four year period from the 2010/11 season through to the 2013/14 season these regional events have grown or declined as follows:

- Northern Regional Championships: +6%. Entries for this event are reasonably consistent and there has been a small amount of growth over this time.
- Eastern Regional Championships: -10%. This is the largest regional event by far and numbers are still reasonably strong, despite a drop over this period. There was a 14% rise in entry numbers this season.
- Central Regional Championships: +30%. Although this shows reasonably strong growth this is traditionally the smallest regional senior event and there is currently a working group evaluating the future of this event.
- Southern Regional Championships: -35%. There was a significant reduction in entries in the 2011/12 season that may be attributed to the Canterbury earthquakes. Numbers have only recovered slightly and are well below 2010/11 levels.

There are several other regional events held around the country. Northern Region is the only Region that holds a specific Masters carnival that is run in conjunction with the Northern Regional Championships. All Regions except Central run a regional pool and junior championships. Northern and Eastern also run a combined event called the Whangamata Classic.

All regional events appear to be run at a break-even rate or better, meaning that entry fees generally cover all event costs.

## Events Calendar

Table 1 sets out an events calendar for all regional and national surf sports events.

Table 1:

Month	Regional Events	National Events
January	<ul style="list-style-type: none"> <li>• Eastern Regional Championships</li> <li>• Central Regional Championships</li> <li>• Northern Regional Junior Championships</li> <li>• Eastern Regional Junior Championships</li> <li>• Southern Regional Junior Championships</li> </ul>	
February	<ul style="list-style-type: none"> <li>• Northern Regional Championships</li> <li>• Southern Regional Championships</li> </ul>	<ul style="list-style-type: none"> <li>• Oceans</li> </ul>
March	<ul style="list-style-type: none"> <li>• South Island IRBs</li> </ul>	<ul style="list-style-type: none"> <li>• Nationals</li> <li>• Masters</li> <li>• IRB Nationals</li> </ul>
April		
May		
June		
July	<ul style="list-style-type: none"> <li>• Eastern Pool Championships</li> <li>• Southern Pool Championships</li> <li>• Northern Pool Championships</li> </ul>	<ul style="list-style-type: none"> <li>• Pool Nationals</li> </ul>
August		
September		
October		
November	<ul style="list-style-type: none"> <li>• North Island IRBs</li> </ul>	
December	<ul style="list-style-type: none"> <li>• Whangamata Classic</li> </ul>	

## Officials

There are currently 327 qualified officials registered on the SLSNZ membership database (see Figure 26) but there is no way of establishing the number of active officials. Work is currently being done with the Regions to establish the number of active officials for the 2013/14 season. It is estimated to be approximately 200.

Figure 26:

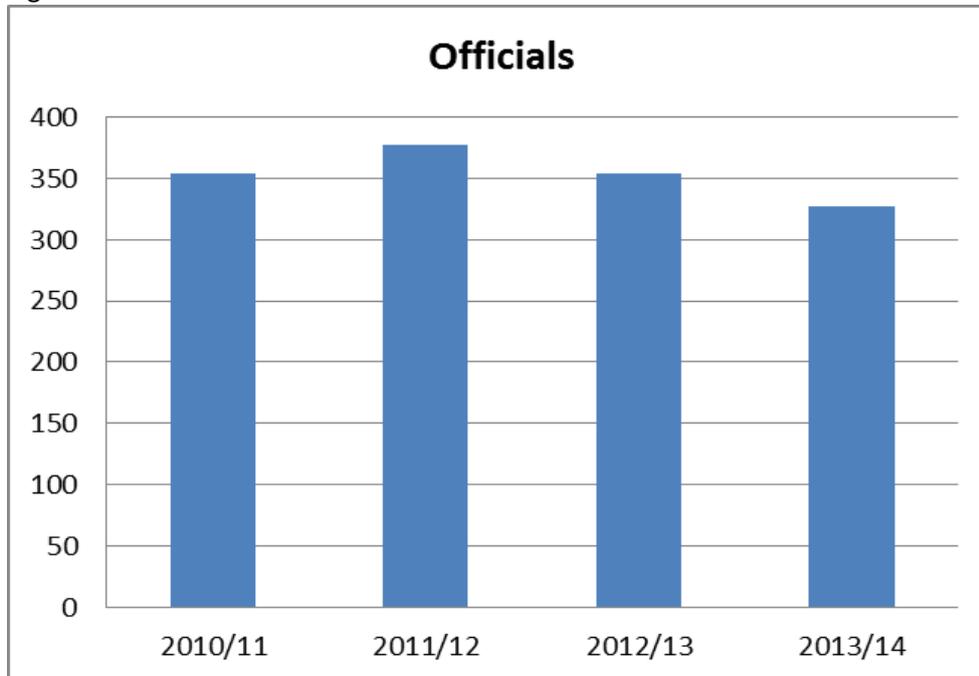
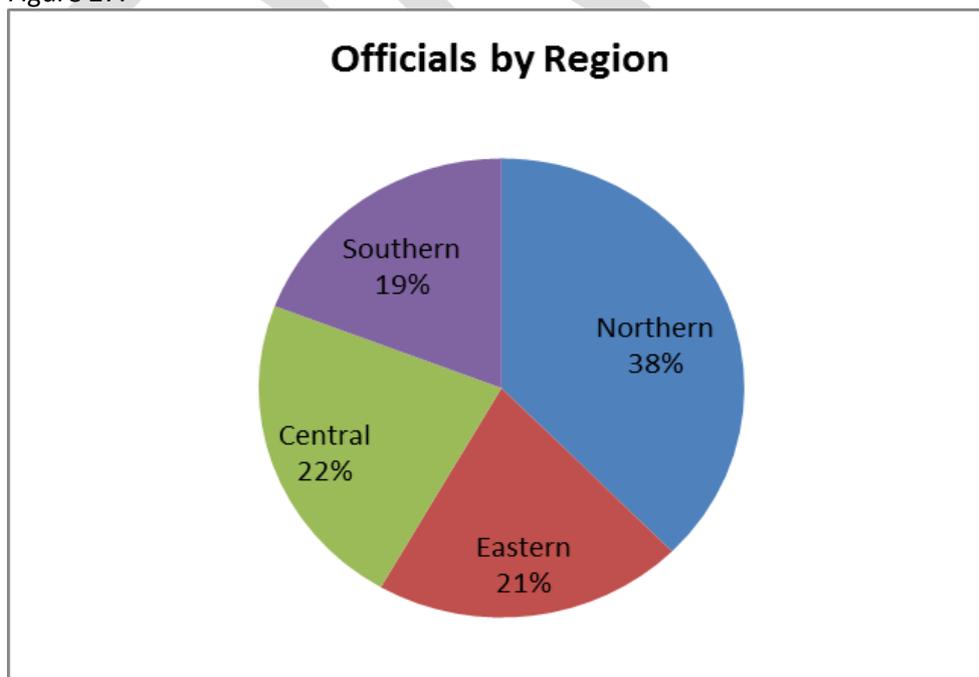


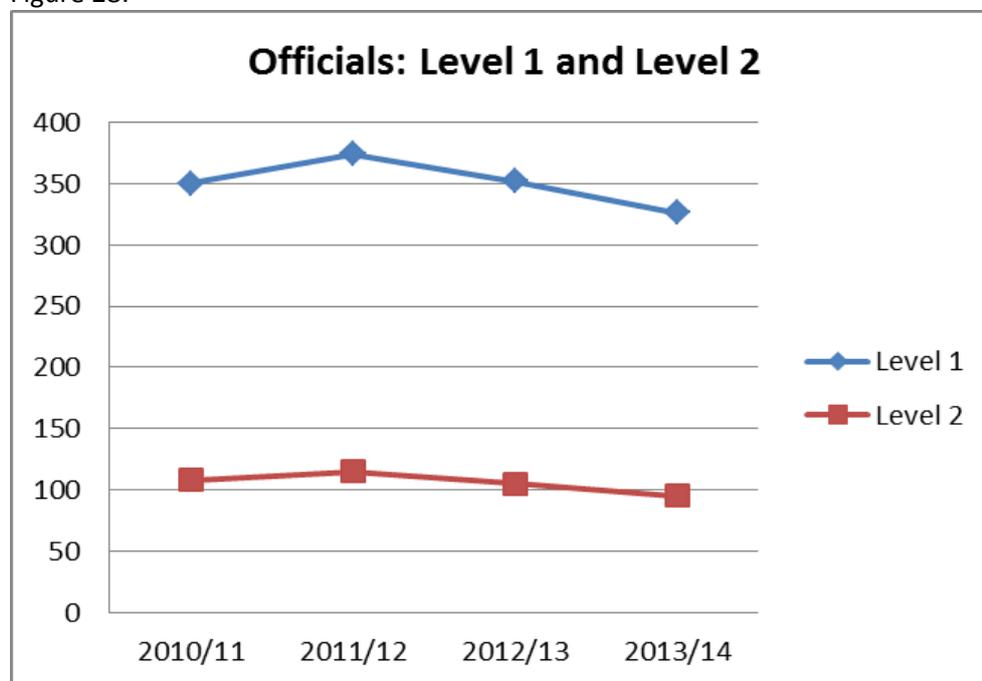
Figure 27 shows the split of Officials by Region. Northern Region has 38% of all qualified officials with the other Regions evenly sharing the remainder.

Figure 27:



There are three levels of qualifications for officials. According to information on the SLSNZ database there are currently no officials that hold the highest Level 3 qualification. Figure 28 shows that the number of both Level 1 and Level 2 officials is declining.

Figure 28:



The qualification pathway for officials is reasonably clear. You must complete one level before you can progress to the next. However, the events and retirement pathways are not so clear. These will be reviewed as part of stage two, along with other pathways.

Officials at events are appointed by either SLSNZ or the Event Referee. SLSNZ selects the Event Referees each season and then these referees select the officials they require to run their event. The philosophy for this is that the Event Referees should select the best people available so it reflects well on them. However, there is a criticism that the Event Referees may only select those they like and not always the best officials. This selection process will also be reviewed in stage two of this project.

## Coaching

There are four levels for qualified surf sport coaches which are, in ascending order:

1. Introduction to Surf Coaching Award
2. Developing Surf Coach Award
3. Competitive Surf Coach Award
4. Performance Surf Coach Award

The SLSNZ database does not currently have up-to-date coaching information available. When these four new coaching awards were implemented, the database was not updated to capture the new awards information. A benchmark of the number of active coaches holding each qualification is currently being established. This will be reviewed in stage two.

Like Officials, the qualification pathway is reasonably clear but the pathway for coaches progressing through the SLSNZ system will be reviewed in stage two.

The National Coach is a part-time paid position. The Assistant Coach receives some reimbursement for their time but it is really a volunteer position. These two positions are responsible for the Open Squad and World Championship Open Team.

There a Coach and an Assistant Coach for the New Zealand Development Squad. These are volunteer positions and they are responsible for the Development Squad and the World Championship Youth Team.

There are technically no prerequisite qualifications for any of these positions. Every two years these positions are reappointed and SLSNZ runs an application and selection process for this. Those applying are likely to be Club coaches and it is a major step up from coaching a Club team to coaching a New Zealand team.

It is the responsibility of each Club to appoint their own coaches. This will include assessing the qualifications, past history, performance and suitability to hold a paid or volunteer position. Currently, there are no national prerequisites to holding these positions. Processes such as police vetting are managed by each Club. While this is not a guarantee of preventing future issues, it may be a helpful indicator of previous offending and future risk to other members. Other sports are implementing police vetting processes and the process and feasibility of this and other prerequisites will be evaluated in stage two.

## **Pathways**

The current SLSNZ sport development pathway is attached as Appendix 1. The pathways for athletes, officials, coaches, events, high performance, IRB and surf boats will be reviewed as part of stage two.

## **High Performance**

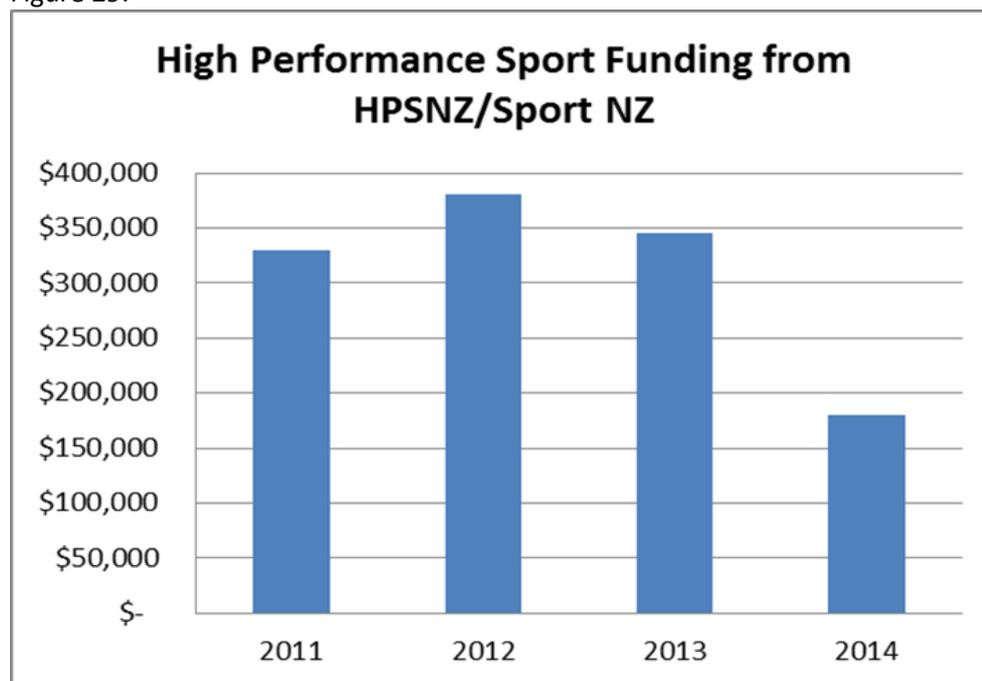
The SLSNZ high performance programme consists of a Development Squad and an Open Squad. Both these squads are selected each year, usually after Nationals. Athletes who wish to be considered for selection must apply to SLSNZ and selection in these squads is for a one year term. The application and selection process is covered by the SLSNZ Selection Policy.

The pinnacle event for SLSNZ is the bi-annual International Life Saving World Championships (Rescue). This is a pool and beach-based event. New Zealand won the Open title in 2012 and was runner-up in the Youth grade. There were also a number of champions in individual disciplines. Rescue 2014 is being held in France in September 2014 where SLSNZ will send both Open and Youth teams. The Youth team has already been selected and is generally selected from athletes in the Development Squad but Open Squad members can be included if they meet the age requirements and are not selected in the Open team. The Open team is selected from athletes in the Open Squad.

Open Squad athletes must complete Individual Performance Plans (IPPs) and are entitled to \$500 per annum to assist with high performance sports costs. Development Squad members must also complete IPPs but are not entitled to any funding from SLSNZ. While Open Squad trips to competitions may be subsidised by SLSNZ, the Development Squad is athlete-funded.

High Performance Sport New Zealand (HPSNZ) provides SLSNZ with funding to support the high performance programme. In 2014, SLSNZ received \$180,000 from HPSNZ for the calendar year. Funding is not guaranteed past this term. HPSNZ funding has decreased 53% over the past two years (see Figure 29) from a peak in 2012 of \$380,000. This was predominantly due to SLSNZ athletes no longer being eligible for Performance Enhancement Grants. For a team of 12 athletes at \$15,000 each this was a funding cut of \$180,000 per year. Campaign funding for Rescue 2014 has basically been maintained at the same level as that for the 2012 event.

Figure 29:



Even if the New Zealand team defends their World Championship title in 2014, there is a risk to SLSNZ that HPSNZ may again reduce, or even cut, their funding for the high performance programme. If this happens it will create a dilemma for SLSNZ, as it will force a decision on whether to:

- (a) Not continue with a high performance programme at all;
- (b) Make the full programme athlete funded (as the Youth programme currently is);
- (c) Take funding from other areas of SLSNZ spending to re-direct to high performance (and if so then determine what areas); or
- (d) Create additional funding, such as a levy on sports event entry fees to fund a high performance programme.

This question will be looked at more closely in stage two.

SLSNZ employs a National Coach in a part-time basis throughout the year. The coach is responsible for the Open Squad, and ultimately, the performance of the Open team. An Assistant Coach and Team Manager are also contracted for the Open Squad. Both these positions receive a small reimbursement for their time. The Open Squad also has an Assistant Manager and Physiotherapist.

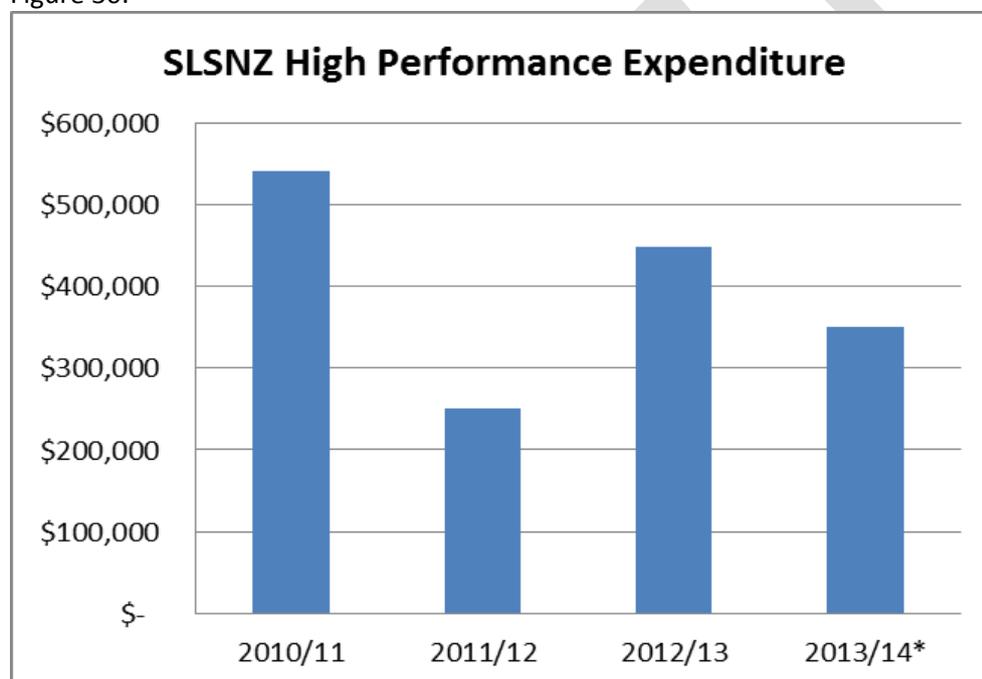
The Development Squad has a Coach, Assistant Coach, Team Manager and Physiotherapist. They are responsible for the running the Development Squad.

While the pinnacle event for both these squads is the World Championships, teams are selected to attend other international events with the Open team participants funded by HPSNZ as part of the build-up campaign for the World Championships. This includes events such as the German Cup, Bussan Cup, International Surf Rescue Challenge and the Australian Pool Championships.

The only other New Zealand team that is selected is the New Zealand Surf Boats Team for the annual Trans-Tasman Challenge. This event is hosted alternately by New Zealand and Australia. The team consists of an Open Men's crew, an Open Women's crew and a Team Manager. In 2014 SLSNZ contributed \$10,000 to this campaign while the two crews had to provide a contribution of \$1,500 per crew to attend the event in Australia.

SLSNZ high performance expenditure is detailed below in Figure 30. SLSNZ has spent an average of \$398,000 per annum on high performance from 2010/11 – 2013/14. This is offset by both HPSNZ funding and athlete contributions. These are the only sources of high performance income.

Figure 30:



\* Year to date – as at 30 April 2014

## Media Profile

Surf Life Saving in New Zealand does not have a high media profile. Most media coverage is about life saving and not surf sports. The only television coverage of surf sports in New Zealand is delayed coverage of the Australian Kellogg's Ironman series on SKY. SLSNZ employs a media contractor for all national events throughout the season. They are responsible for SLSNZ social media updates, writing media releases for print media or websites and liaising with media outlets before, during and after events to provide coverage. Even with this, Nationals, which is our pinnacle event, received limited coverage. Throughout the four days of Nationals and Masters there were only a couple of print and website media stories published and Maori television had a short article on their Te Kaea news programme two nights. There are also numerous updates on SLSNZ websites and social media platforms throughout the season but that is aimed at members. The media profile of surf sports throughout the country is very low.

## Financial Information

A major focus of SLSNZ in the past two years has been to improve the financial sustainability of the organisation. SLSNZ had a deficit of approximately \$1.7 million for the year ended 30 June 2011. This was followed by a small surplus in 2012 and a \$270,000 loss in 2013 (see Figure 31). This has significantly impacted SLSNZ reserves which were only approximately \$100,000 at the end of the 2013 financial year (see Figure 32).

Figure 31:

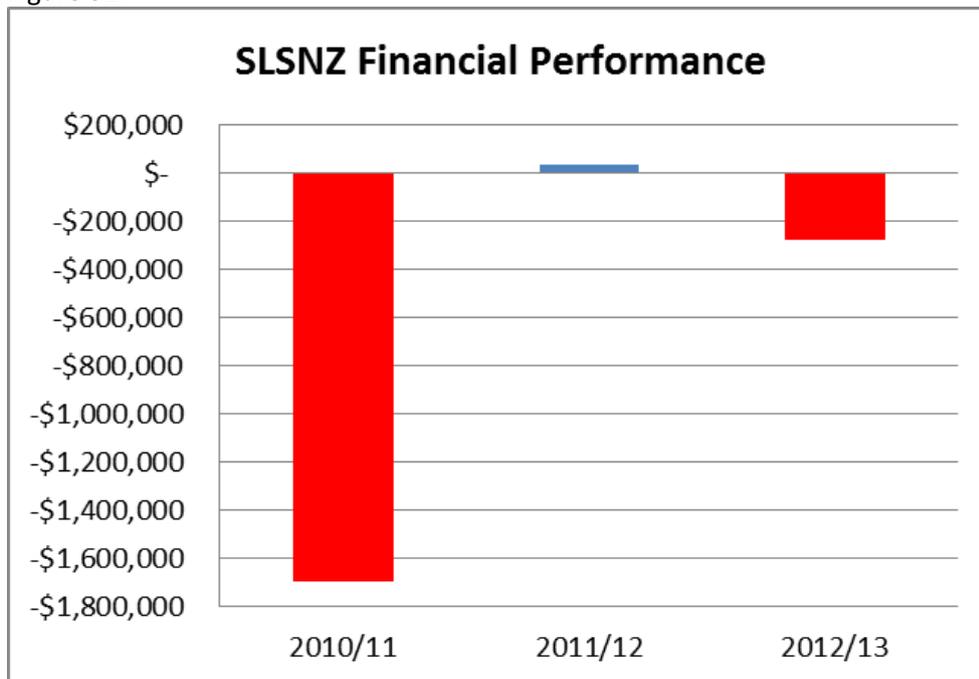
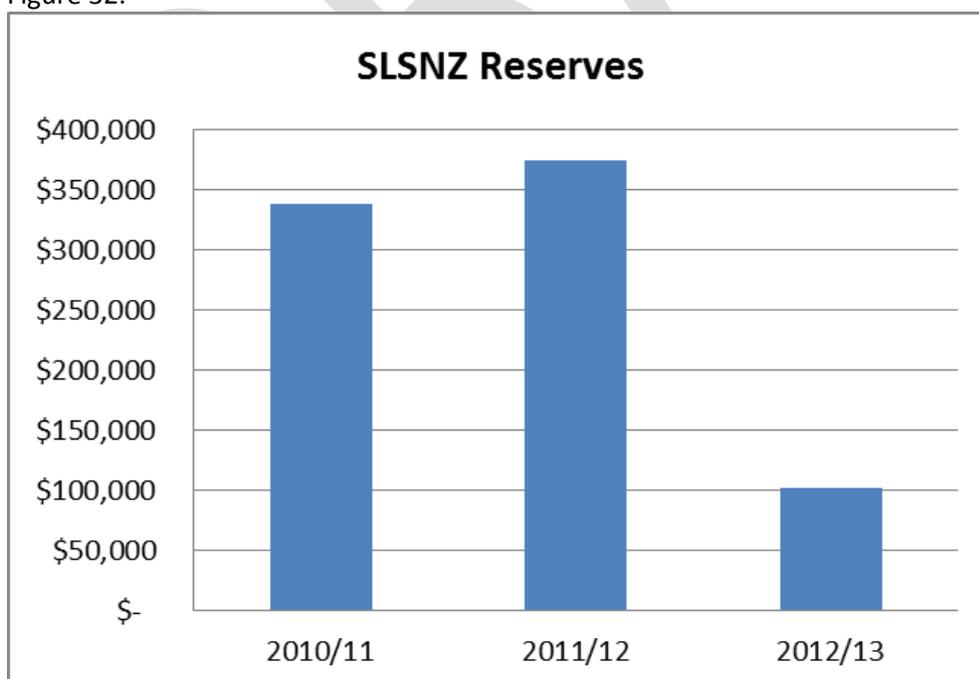


Figure 32:



It is crucial that SLSNZ operates in a financially sustainable manner in all areas, including surf sports. The organisation does not have reserves to allow it to weather sustained losses.

In general, SLSNZ surf sports events are not being run in a financially sustainable manner. Nationals, Masters, Oceans, IRB Nationals and Pool Nationals all run at deficits. When combined with other event costs such as equipment and staff, events will run at a deficit of approximately \$200,000 in the 2013/14 season (see Figure 33). While other parts of the organisation have worked hard to operate sustainably, surf sports have not yet reached this point. As mentioned above, regional events are run in a sustainable manner and national events also need to be run this way. The main source of income for SLSNZ for events is entry income but has only covered 35% of event costs over the past four seasons (see Figure 34).

Figure 33:

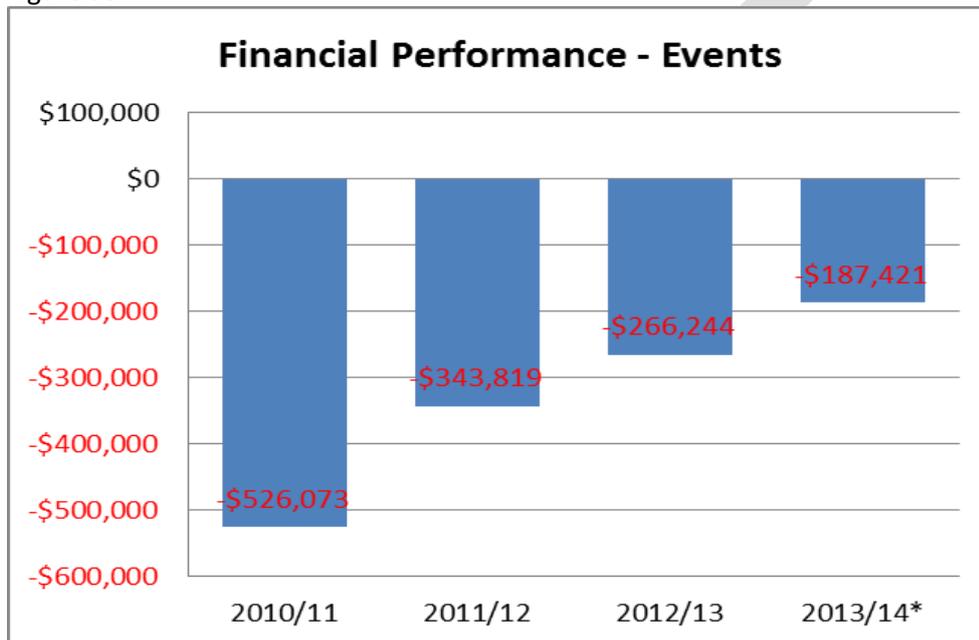
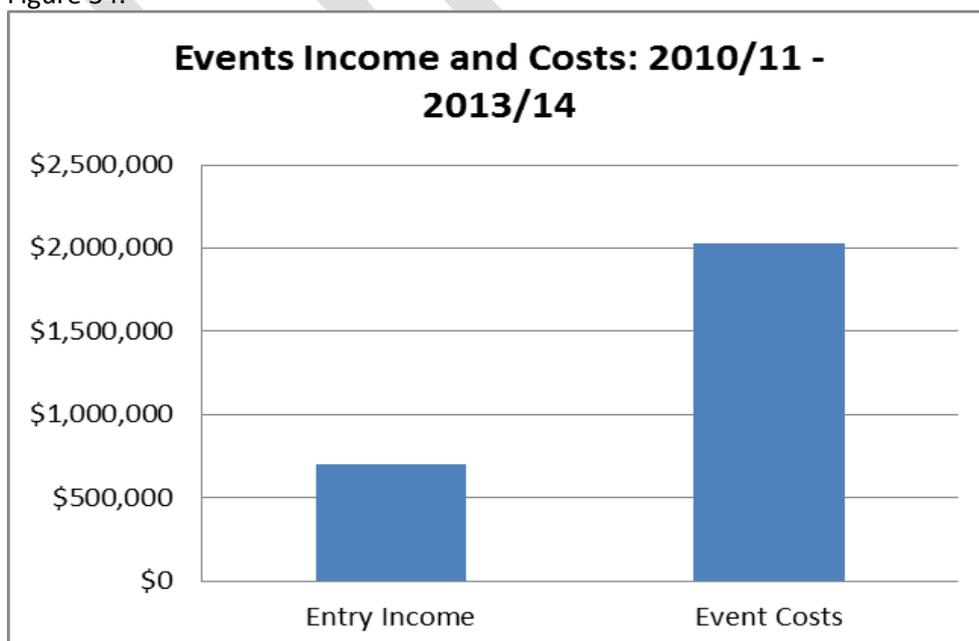


Figure 34:

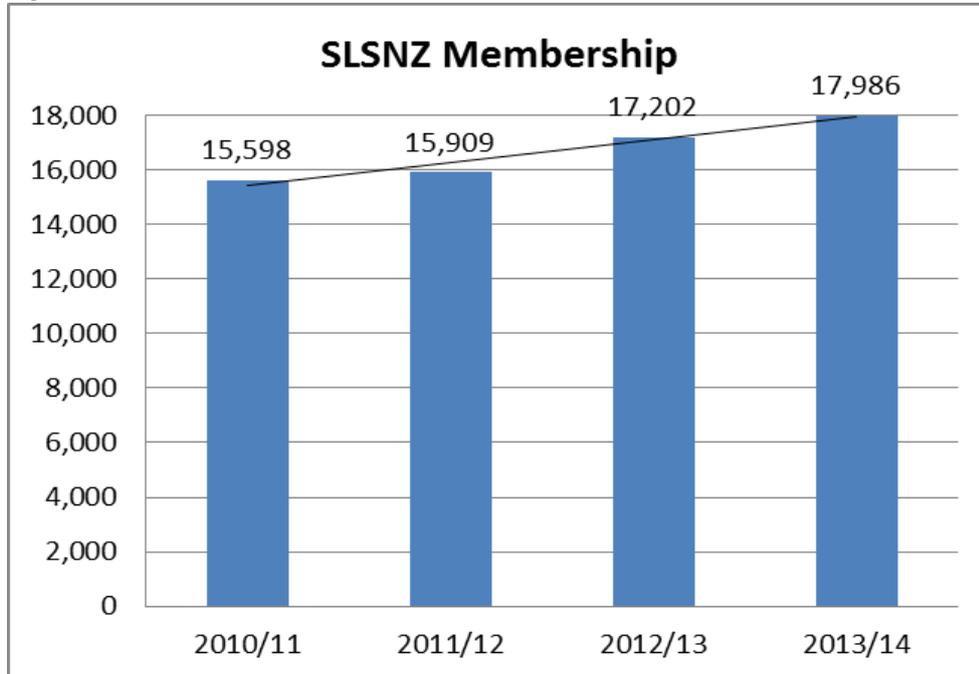


## General Information

The following information is also relevant to this project.

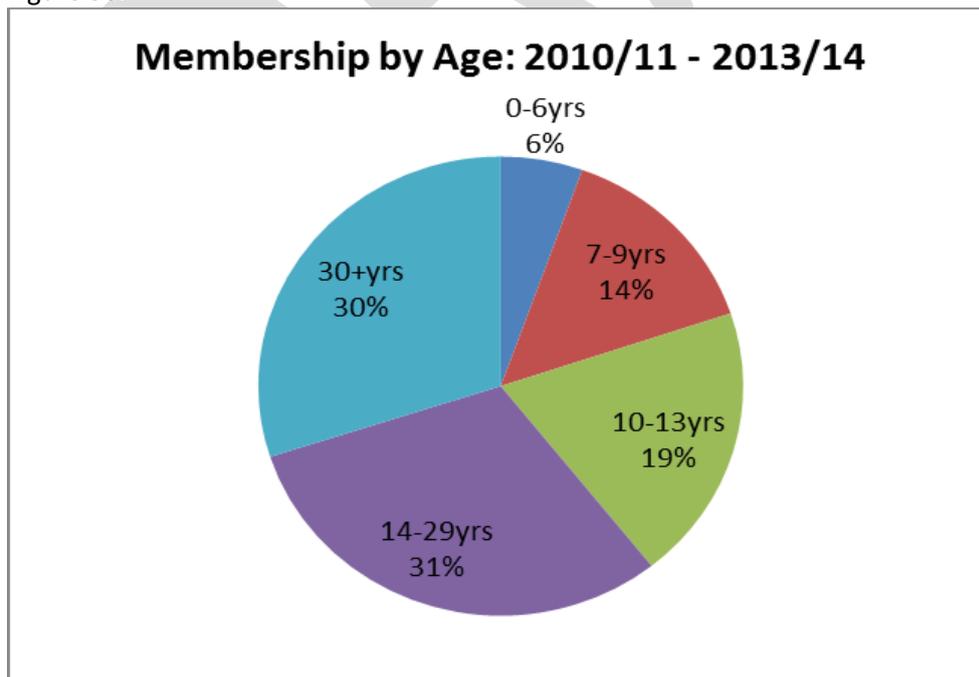
The total membership of SLSNZ has grown 15% in the past three seasons (see Figure 35). There are nearly 18,000 members across the 74 member Clubs.

Figure 35:



The age of members is represented in Figure 36.

Figure 36:



The gender split of members is represented in Figure 37. There is a reasonably even split between male and female members.

Figure 37:



The regional split of membership is represented by Figure 38.

Figure 38:



While overall membership is growing, the number of qualified and current lifeguards has decreased significantly over the same period (see Figure 39). There was 29% decrease between the 2010/11 and 2011/12 seasons. This has recovered over the past two seasons but the total number is still 21% down on 2010/11. While the number of refreshed lifeguards is increasing, the number of new lifeguards has remained reasonably static since 2011/12 (see Figure 40).

Figure 39:

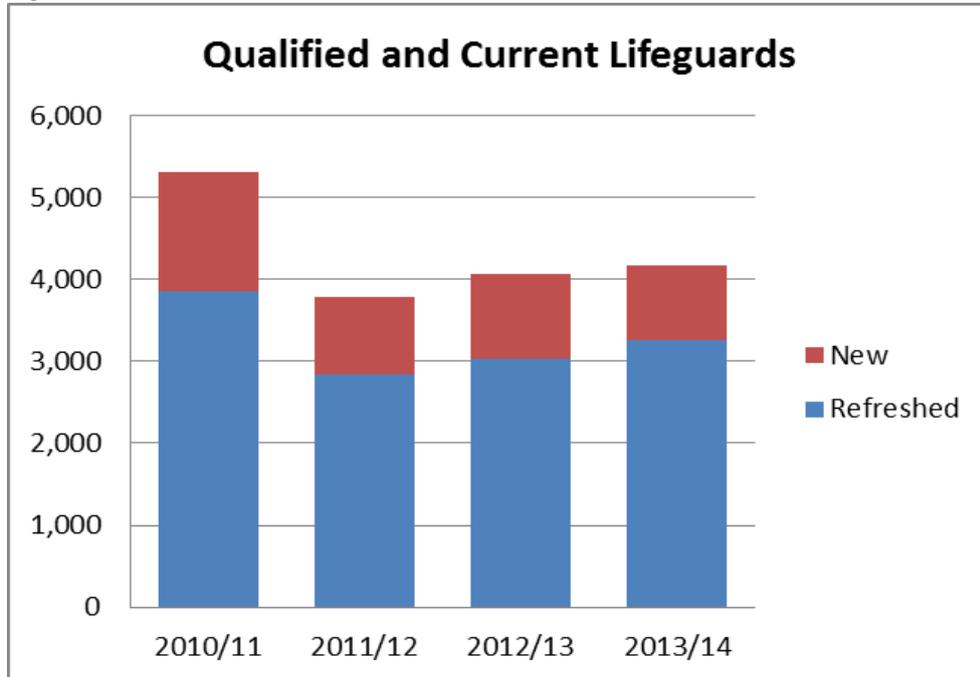
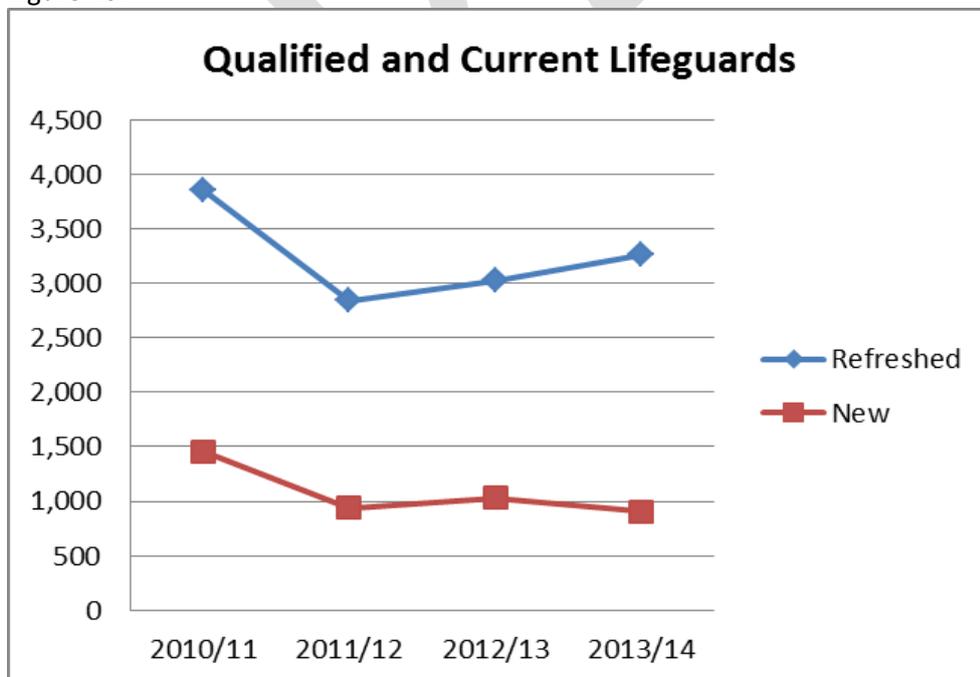


Figure 40:



The number of qualified and current IRB drivers is also down significantly. There has been a 45% decrease since the 2010/11 season (see Figure 41). There were only 633 qualified IRB drivers in the 74 Clubs or the 2013/14 season. Like the number total qualified and current lifeguards, there was a significant drop in 2011/12 but the numbers have not recovered. The most significant drop has been in refreshed IRB drivers which experienced another significant drop of 20% in the 2013/14 season (see Figure 42).

Figure 41:

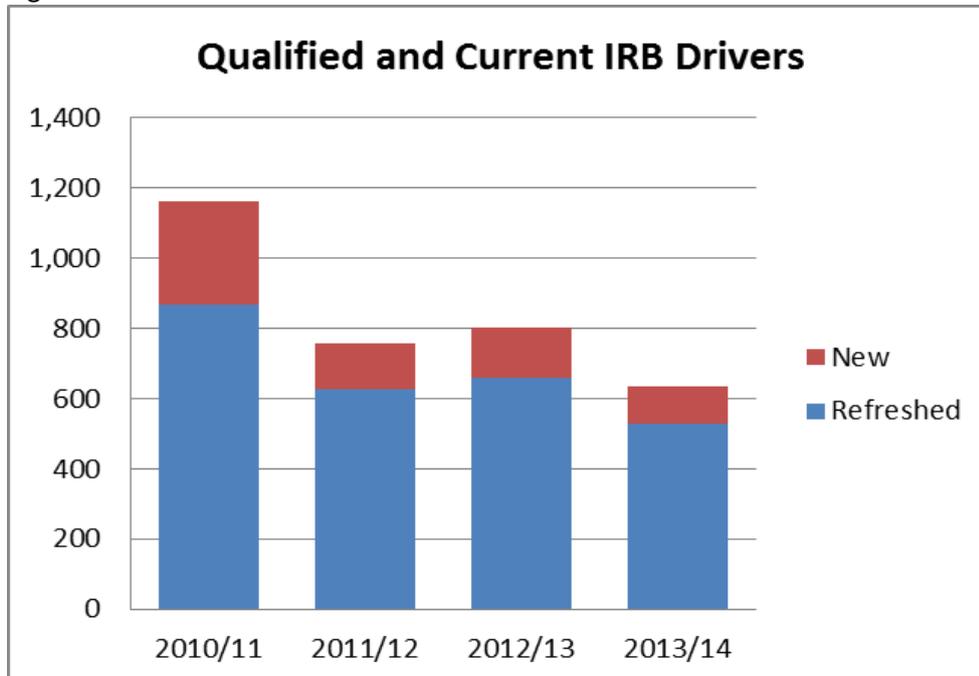
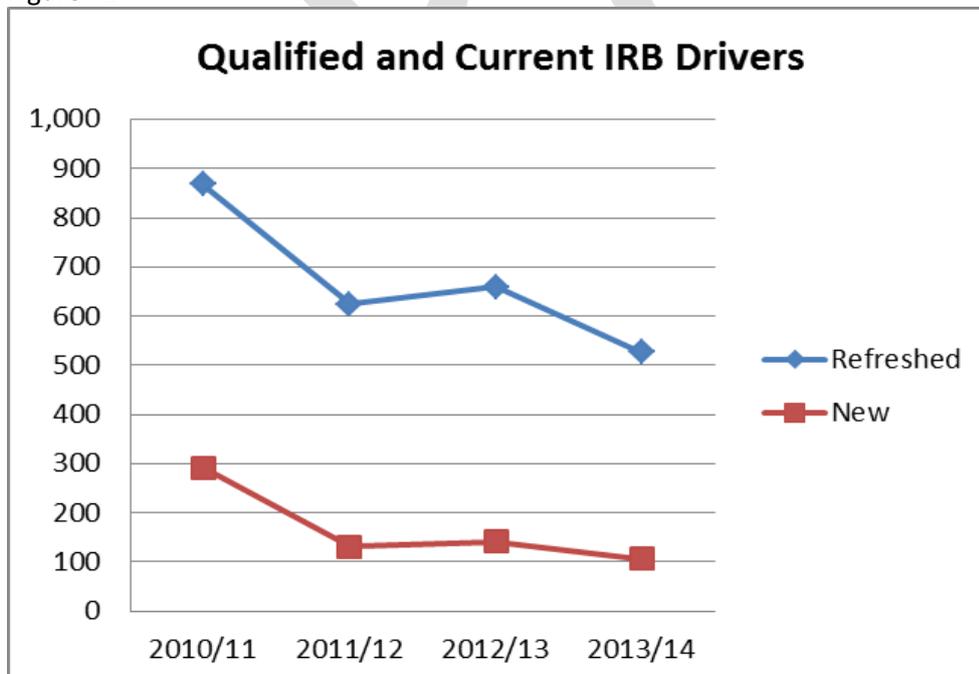


Figure 42:



On average, 3,148 individual members compete in national or regional surf sports events each season (see Figure 43). This also includes those that competed in surf boat events, South Island IRBs and North Island IRBs. 3,116 members competed in these events in the 2013/14 season.

Figure 43:

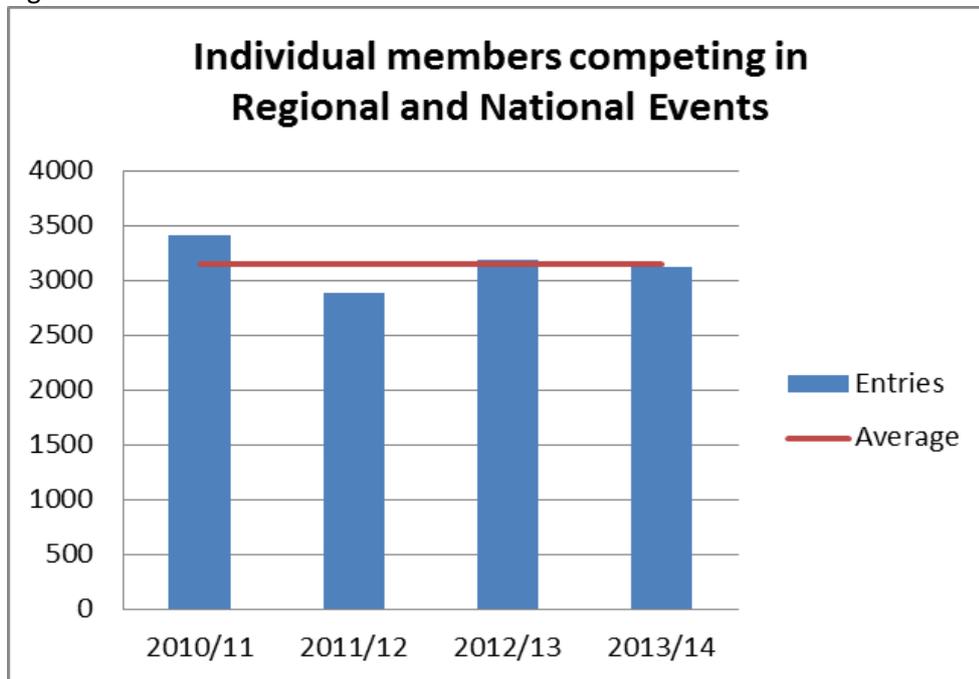
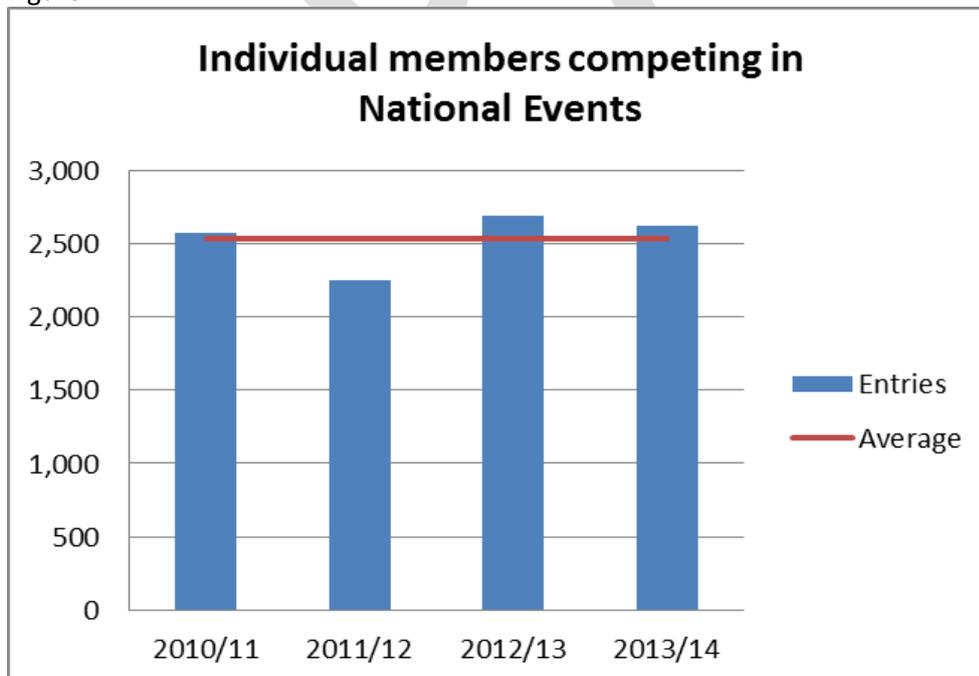


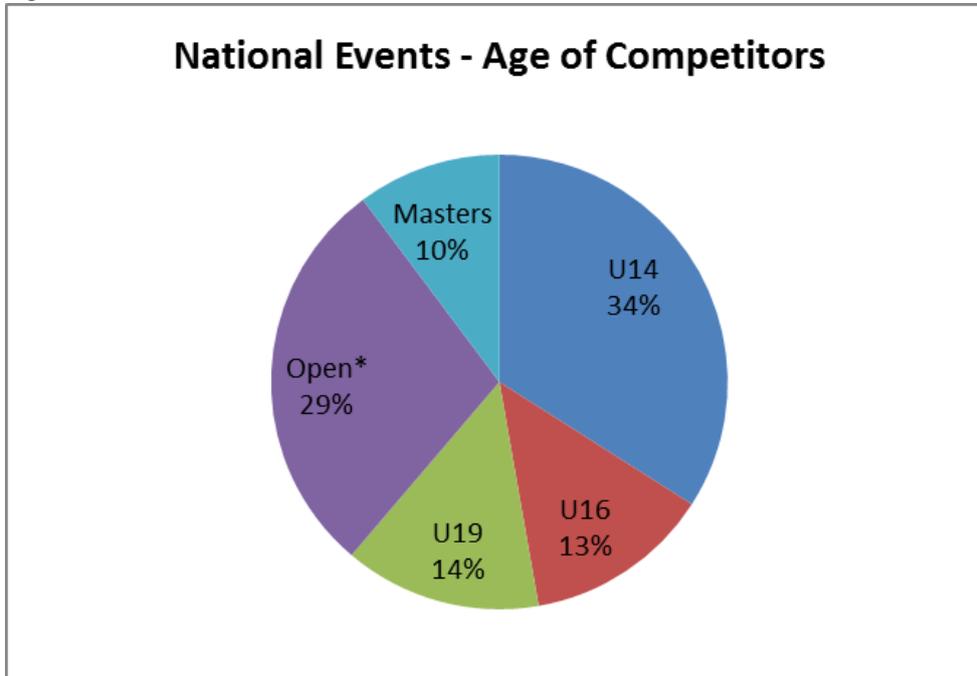
Figure 44 shows that an average of 2,532 members compete in national events each year. A total of 2,622 members competed in these events in the 2013/14 season.

Figure 44:



The age of all competitors in national events is shown in Figure 45. Open and Under-14 competitors dominate entry numbers.

Figure 45:



\* Includes U23 Surf Boats and U21 IRBs as they are the only events with these age groups

The gender of entrants in National events is shown in Figure 46. There are slightly more male than female entrants across these events.

Figure 46:

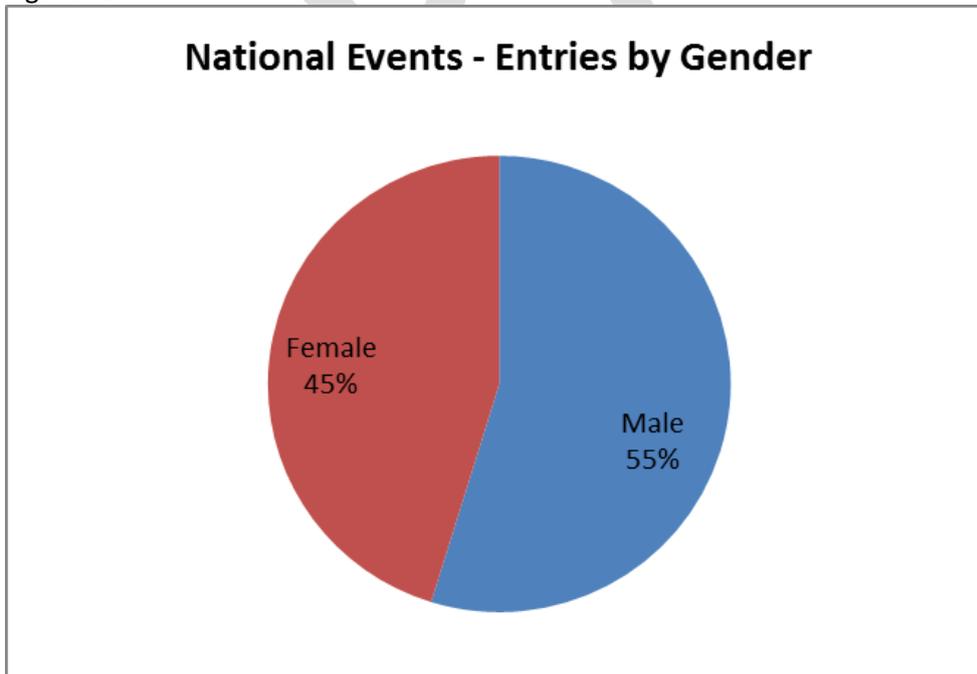
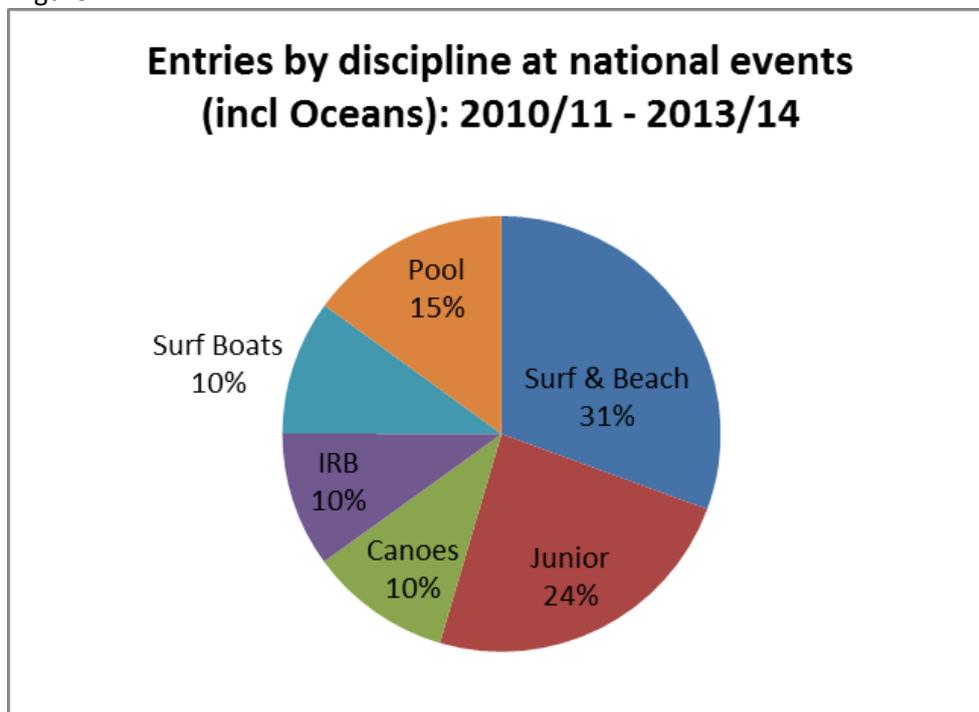


Figure 47 shows the spread of entries across the different surf sport disciplines across the past four seasons. Surf and beach and junior events have the highest participation rates with other disciplines well behind and reasonably evenly matched.

Figure47:



While all participants at Nationals, IRB Nationals, Regional Championships, IRB and surf boat events must be qualified and current lifeguards, there is no mandatory requirement to patrol. Most Clubs do require members to complete a minimum number of volunteer hours lifeguarding before they can compete in these events, but even Clubs who have these requirements do not always enforce them.

## 5. Current Issues

The following issues have been identified from the analysis of membership, entry and financial information, and the stage one surveys. This list is in no particular order.

**i. Sustainability of national events**

All national events are running at a deficit. This is not sustainable.

**ii. Pathways**

The pathways for officials, coaches, athletes, events and high performance exist but are not clear. There are also gaps in some pathways. Coaching and officials courses need to be held more frequently to allow people to progress through these pathways. Priorities need to be set within those pathways. Some events, disciplines and age groups are not aligned with the ILS. Aligning with the ILS or Australian rules may offer added pathway opportunities.

**iii. No domestic representative event**

There is currently no domestic representative event. Surf League was discontinued due to cost but it hasn't been replaced by another event. Athletes, coaches and team managers represent their Clubs and then take a huge leap to representing New Zealand.

**iv. Carnival programmes**

Entries at national events are reasonably static. There is a large time commitment required to attend most national events. The timetables are extremely full without much room to grow. Attendees are not having a positive experience at some events. There is a lot of waiting around. What can be done to help Clubs run better events, encourage innovation and enhance the experience of competitors and other participants?

**v. Barriers to entry**

The time commitment, travel/accommodation costs and equipment costs are all barriers to entry. Can events be restructured to account for this? This will be closely related to other events issues such as carnival programmes and the events calendar. Would more South Island competitors attend carnivals if they were held in the South Island or do they want to travel to the North Island?

**vi. Lack of Clubs hosting national events**

There is only a handful of Clubs that bid to host national events. Is this because only a small number of beaches can cope with national events or is it not attractive to Clubs to host these events? Do members want to attend different venues or should we just keep using the same venues?

**vii. Events calendar**

The events calendar is not coordinated. There is no pathway through the season and some regional events occur after national events. The dates chosen for some events are historic and don't fit with the overall calendar. The calendar is not structured with any consideration for the Australian calendar.

**viii. Sustainability of the high performance programme**

The high performance programme is funded mainly by athlete contributions and HPSNZ. Not all athletes can afford to be part of the programme and athletes have many other sports to choose. The current programme is reliant on HPSNZ funding and that is reducing as they focus on Olympic, Commonwealth Games and other targeted sports. How can a high performance programme be sustained without HPSNZ funding and what priority is this to the membership?

**ix. IRB drivers and event entries**

There has been a significant drop in the number of IRB drivers and entries in IRB events.

**x. Event health and safety**

The event safety plan needs to be reviewed and updated each season to ensure it is relevant and practical. There aren't many Clubs that have practised the emergency procedures in the template event safety plan. The most dangerous time at a carnival is when everyone is warming up and there is no effective control. The water safety crews are also busy setting courses at this time. SLSNZ staff and officials are not always easy to identify.

**xi. Buy-in from the Surf Life Saving Community**

There are numerous stakeholder groups within the Surf Life Saving Community. These groups are from various locations, disciplines and interest groups. It can be challenging to get some stakeholders to see the big picture and consider issues outside their area of interest. SLSNZ must engage with the Surf Life Saving Community through this project to ensure these groups share their thoughts and also understand the thoughts of other groups? Wide consultation will help identify issues, create wider understanding and help guide decisions such as priorities for the wider Surf Life Saving Community. Are the current committees the best way to manage surf sports?

## **6. Surf Sports Strategy 2011 - 2015**

A major component of the Surf Sports Blue Sky Review project is to review the current SLSNZ sports strategy and complete a new sports strategy for 2016 – 2020.

This sports strategy was to run from 2011 – 2015 so the term has not yet been completed. The review of the goals and initiatives in Appendix 2 is to the end of May 2014, just over a year before the original term is due to end. Some initiatives have not yet been completed because they were not due to be completed until later in the original term. The information in the 'Achievements to May 2014' shows whether initiatives have been completed or not and where possible, evidence and of achievement is supplied.

This review of the current strategy and workshops in stage two will provide the content for a member-directed surf sports strategy for 2016 – 2020.

## **7. Stage One Results**

The purpose of stage one was to establish the appetite for change amongst the Surf Life Saving Community.

This was done via online surveys to individual members, Clubs and other key stakeholder groups. There were ten groups in total that were surveyed. These were:

1. Individual members
2. Surf Life Saving Clubs
3. SLSNZ Life Members
4. SLSNZ and SLSNR Board members
5. SLSNZ and SLSNR staff
6. 21 Club members
7. Officials
8. Lifeguarding Committees (local, regional and national)
9. Sport Committees (local, regional and national)
10. High Performance management team and selectors

The reason there were separate surveys for these key stakeholder groups was to establish the appetite for change in each group. If there was just one survey then the views of a small but important group of stakeholders could be lost in the overall results.

Before the surveys went out to these groups, a document with statistical analysis on a number of different areas of surf sports was released. This was created to present raw data to stakeholders so

that key issues could be identified with relevant information and not just anecdotal thinking. This data was sourced from the SLSNZ competition database, PAM database and SLSNZ/SLSNR financial systems.

The online surveys asked a number of different questions about the current perceptions of surf sports, current issues and priorities. The final question asked whether stage two should involve an evolutionary or revolutionary approach. Evolution was defined as making to improvements to what is currently done and retaining the existing structure. Revolution was defined as needing to look at very different ways of doing things because the current structure is not delivering what is needed.

The results of the stage one surveys are summarised in Table 1 below. All stakeholder groups were overwhelmingly in favour of adopting an evolutionary approach to stage two.

Stakeholder Group	Surveys Completed	Evolution	Revolution
Individual members	466	86%	14%
Clubs	66	88%	12%
SLSNZ Life Members	10	70%	30%
SLSNZ and SLSNR Board members	2	100%	0%
SLSNZ and SLSNR staff	30	83%	17%
21 Club members	16	81%	19%
Officials	62	94%	6%
Lifeguarding Committees	16	81%	19%
Sport Committees	33	100%	0%
HP management team and selectors	5	80%	20%

A full list of results from the Surf Life Saving Clubs and Individual Member surveys is attached as Appendix 3.

## 8. Stage Two

Stage two of the Surf Sports Blue Sky Review project is about consulting with the membership to work through:

- Establishing clarity on the future vision for surf sports – what will success look like?
- Having a common view on what the ‘big ticket’ issues are and how to resolve them.
- Identifying prioritised streams of work and the resources to undertake them.
- What the new Surf Sports Strategy will look like – it’s pillars, priorities and desired outcomes.

This will be done through a number of workshops, online surveys and discussions with key stakeholders.

### i. Workshops

Several workshops will be held in each Region. This will involve a number of different stakeholders. Clubs will be key participants and there will also be a number of workshops with competitors to establish what they want from surf sports events. At least one workshop will be held with officials too. Members wanting to attend these workshops will have to RSVP to ensure numbers are kept at manageable levels.

**ii. Online survey**

Another online survey will be created for stage two. The object of the survey will be to ask members for ideas to contribute to a new sports strategy and to resolve the issues.

Input will also be sought from Surf Life Saving Australia, the International Life Saving Federation and selected other sports to see if they have ideas to offer.

At the conclusion of stage two, an updated sports strategy, set of recommendations and an implementation plan will be presented to the SLSNZ Board for consideration.

The updated timeframes from the Terms of Reference are:

	<b>Milestones/Deliverables</b>	<b>Delivery Date</b>	<b>Status</b>
1	Confirm Project Manager in place to start work	21 March 2014	Completed
2	Work commences on the Project	24 March 2014	Completed
3	General data collection/ background work begins	24 March 2014	Completed
4	Internal signoff for the Project Brief	4 April 2014	Completed
5	National Sport Committee review of Project Brief	8 April 2014	Completed
6	External circulation of the Project Brief	11 April 2014	Completed
7	Deadline for feedback on Project Brief	30 April 2014	Completed
8	Final version of Project Brief completed and circulated	9 May 2014	Completed
9	Stage 1 consultation underway	9 May 2014	Completed
10	Stage 1 Draft Report circulated	10 June 2014	In progress
11	Feedback on draft report findings due back	22 June 2014	
12	Final Stage 1 Report confirming scope of Stage 2 = (a) or (b)	23 June 2014	
13	Work commences on Stage 2.	23 June 2014	
14	Stage 2 Draft Report circulated	8 August 2014	
15	Feedback on Stage 2 draft report findings due back	22 August 2014	
16	Final Stage 2 Report circulated	29 August 2014	
17	Implementation Plan circulated	29 August 2014	

## 9. Appendices

### Appendix 1: SLSNZ Sport Pathways

Age/Programmes	7-10yrs	→	14yrs	→	16yrs	→	19yrs	→	30yrs	→	40yrs	→	60yrs	→	80yrs	
Coaching					Intro to Coaching	→	→	→	→	→	→	→	→			
					JS Coach Course	→	→	→	→	→	→	→	→			
					Surf Coach Level 1	→	→	→	→	→	→	→	→			
								Surf Coach Level 2	→	→	→	→	→			
										Surf Coach Level 3	→	→	→	→		
High Performance Athlete					NZ Squad	→	→	→	→							
					IPC Team	→	→	→	→							
					ISC Team	→	→	→	→							
					Worlds Team	→	→	→	→							
				High Performance- Coach/TM						HP Coach/Manager	→	→	→	→		
Events- Athlete	Local Events	→	→	→	→	→	→	→	→	→	→	→	→			
	District Events	→	→	→	→	→	→	→	→	→	→	→	→			
	Regional Events	→	→	→	→	→	→	→	→	→	→	→	→			
				Ocean Athletes	→											
				Southern OA	→											
				Southern Pool	→	→	→	→	→	→	→	→	→			
				NZ Pool	→	→										
				U14 Interdistricts	→											
						U16 Interdistricts	→									
						U19 Surf League	→	→								
						Open Surf League	→	→	→	→	→	→				
						NZ Nationals	→	→	→	→	→	→	→	→		
						NZ IRB	→	→	→	→	→	→	→	→		
								Surf Boat Series	→	→	→	→	→			
										SLS Masters Events	→	→	→	→	→	
					Events - Team Manager				Team Manager	→	→	→	→	→	→	
Officials									Officials Level 1	→	→	→	→	→	→	
											Officials Level 2	→	→	→	→	
												Officials Level 3	→	→	→	

**Appendix 2: SLSNZ Sport Strategy 2011 – 2015**



**Surf Life Saving New Zealand  
Sport Strategy 2011 – 2015**



Version: v4.0 (Final)  
Prepared by: Brad Edwards  
Date: 30 June 2011

## SURF SPORTS STRATEGY REVIEW – STAGE ONE SURF SPORTS BLUE SKY REVIEW

A major component of the Surf Sports Blue Sky Review project is to review the current SLSNZ sports strategy and complete a new sports strategy for 2015 – 2020.

This sports strategy was to run from 2011 – 2015 so the term has not yet been completed. The review of the goals and initiatives below is to the end of May 2014, just over a year before the original term. Some initiatives have not yet been completed because they were not due to be completed until later in the original term. The information in the 'Achievements to May 2014' shows whether initiatives have been completed or not and where possible, evidence and of achievement is supplied.

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### Introduction

Sport has a long and proud history within surf life saving. Sport plays a significant role in ensuring that our members have the ability and passion to meet the changing environment within which Surf Life Saving New Zealand delivers its essential service by:

- Attracting and retaining people in our organisation
- Developing attributes that help our members do better in life than non-members
- Creating a focus for our clubs through events that build a sense of family and community

Our changing environment (political, economic, social and technological) and the increasing competition we face for people's time, attention and resources means that we must continuously improve and be creative in providing services and opportunities that are relevant and appealing to members and the public alike.

<b>Sport Purpose:</b>	Lead, inspire and deliver surf sport experiences to members and the public. This will ensure SLSNZ has the <u>people</u> to deliver its purpose.
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<b>Sport Vision:</b>	To deliver memorable experiences.
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### Key Challenges

1. Small participation base with barriers to entry
2. Limited high performance investment and strengthening international competitors
3. Low number of quality coaches, limited structured coaching programmes in clubs
4. Low number of quality officials, impact on athlete experience at events

5. Static event calendar and limited event profile
6. Lack of alignment and whole of sport integration; limited resources (people, financial) and under developed systems and processes

### **Strategic Goals**

This Sport Strategy aims to directly address our key challenges and is presented under six pillars of successful and sustainable sport.

1. **Participation** - A vibrant and attractive sport leading to growth in participation, membership and the sustainability of our clubs
  2. **High Performance** – Back to back World Champions in 2012 and 2014
  3. **Coaches** – Capable coaches at all levels supporting and developing a growing athlete base
  4. **Officials** – Capable officials at all levels helping deliver successful events and athlete satisfaction
  5. **Events** – Vibrant and exciting event calendar with iconic and dynamic events
  6. **Internal capability** – One clear strategy for surf sports in New Zealand that results in the best possible outcomes for members and participants
-

## Goal 1: Participation - Grow our sport

Key Challenge: Small participation base with barriers to entry

**Strategic Goal: A vibrant and attractive sport leading to growth in participation, membership and the sustainability of our clubs**

**Focus:** *Retain our members and grow our base*

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Establish clear programmes and pathways for athletes in all disciplines	<ol style="list-style-type: none"> <li>1. Complete research into members and non-members to improve our understanding of target markets and customer wants and need</li> <li>2. Complete an inventory of existing programmes offered at national, regional or local levels</li> <li>3. Identify and prioritise key gaps and potential existing solutions that could be packaged up and offered nationally</li> <li>4. Review the current surf sport age groups and determine if improved athlete progression and retention can be achieved through changes</li> </ol>	Comprehensive surf sports pathways in place.	<ol style="list-style-type: none"> <li>1. Not completed.</li> <li>2. Not completed.</li> <li>3. Not completed.</li> <li>4. Surf Boat age groups were assessed and changed. No others assessed or changed.</li> </ol> <p>Other:</p> <ul style="list-style-type: none"> <li>• A review of all pathways will form part of the Surf Sports Blue Sky Review.</li> <li>• Programmes and pathways exist but not clear for all disciplines.</li> </ul>
2	Increase awareness of sport opportunities and pathways	<ol style="list-style-type: none"> <li>1. Communications plan to increase awareness of surf sport opportunities amongst both current members and non-members</li> </ol>	Measureable increase in awareness of sport opportunities	<ol style="list-style-type: none"> <li>1. Not completed. No specific communication plan relating to pathways and surf sport opportunities.</li> </ol> <p>Other:</p> <ul style="list-style-type: none"> <li>• Communication plans for surf sports national events and HP Programme are in place.</li> <li>• There is an increased profile on social media both during events and in general.</li> <li>• A Media contractor was hired for all national events.</li> <li>• There is regular communication with the membership via Member News email and Facebook updates. But none of these are directly related to pathways.</li> </ul>
3	Increase participation and	<ol style="list-style-type: none"> <li>1. Complete needs analysis (develop Junior Surf section in Club Pulse)</li> </ol>	Increase in Junior Surf participation	<ol style="list-style-type: none"> <li>1. Not completed. Currently managed on an ad-hoc basis.</li> <li>2. Started but not yet completed. Currently on hold.</li> </ol>

	retention in junior surf programmes	<p>and review findings to determine needs</p> <ol style="list-style-type: none"> <li>2. Develop a flexible junior surf programme and range of resources that can be used by all clubs</li> <li>3. Identify regional priorities and develop regional plans (e.g. focus on retention or recruitment)</li> </ol>	Increase in retention demonstrated by increase in the number of Under-16 athletes	<p>3. Managed by Regions and Local Sport Committees.</p> <p>Other:</p> <ul style="list-style-type: none"> <li>• U14 membership numbers up 26% from 2010/11 (6008) to 2013/14 (7582)</li> <li>• U14 competitors at Oceans up 12% from 2010/11 (740) to 2013/14 (826)</li> <li>• U14 competitors at Pool Champs up 36% from 2010/11 (183) to 2013/14 (249)</li> <li>• U16 competitors at Nationals up 19% from 2010/11 (263) to 2013/14 (324)</li> <li>• U16 competitors at Pool Champs up 13% from 2010/11 (82) to 2013/14 (93)</li> <li>• Retention across age groups is difficult to measure as there will always be people dropping out of an age group when they get too old and always people coming into the next age group. Although this data is in the competition database, there is no specific report to measure this. Extracting the information and preparing it would be incredibly time consuming. For example, this would involve obtaining the dates of birth manually from the PAM database for all entrants.</li> </ul>
4	Increase surf sports in schools	<ol style="list-style-type: none"> <li>1. Complete needs analysis including priority areas</li> <li>2. Package up successful models</li> <li>3. Implement expansion based on (1)</li> </ol>	Increase in surf sports recruitment via secondary schools	<ol style="list-style-type: none"> <li>1. Not completed.</li> <li>2. Not completed.</li> <li>3. Not completed.</li> </ol> <p>Other:</p> <ul style="list-style-type: none"> <li>• Hawke's Bay pool champs started.</li> </ul>
5	Improve retention into Under-19 and Open age groups	<ol style="list-style-type: none"> <li>1. Develop retention and recruitment strategies targeting key 'at risk' or 'like' groups such as first year tertiary students and multi-sport participants</li> <li>2. Provide resources and support for clubs to use sport for recruitment and member development</li> </ol>	Measurable improvement in the transition from each age group and into open age group	<ol style="list-style-type: none"> <li>1. Not completed.</li> <li>2. Managed by Regions and Local Sport Committees. SLSNZ staff, resources and expertise are supplied for Club events.</li> </ol> <p>Other:</p> <ul style="list-style-type: none"> <li>• 16-19yrs competitors at Nationals up 14% from 2010/11 (320) to 2013/14 (365)</li> <li>• 16-19yrs competitors at Pool Champs down 15% from 2010/11 (89) to 2013/14 (76)</li> <li>• Open competitors across all national events up 1% from</li> </ul>

				<p>2010/11 (895) to 2013/14 (903)</p> <ul style="list-style-type: none"> <li>• Masters competitors across all national events up 18% from 2010/11 (274) to 2013/14 (322)</li> <li>• Retention across age groups is difficult to measure as there will always be people dropping out of an age group when they get too old and always people coming into the next age group. Although this data is in the competition database, there is no specific report to measure this. Extracting the information and preparing it would be incredibly time consuming. For example, this would involve obtaining the dates of birth manually from the PAM database for all entrants.</li> </ul>
6	Attract new participants in Under-19 and open age groups	<ol style="list-style-type: none"> <li>1. Use market research in Goal 1 to identify priority target groups with high potential for new participants/members</li> <li>2. Identify and package up successful concepts attracting non-members and offer nationally</li> </ol>	Increase in participation in Under-19 and open age groups	<ol style="list-style-type: none"> <li>1. Not completed.</li> <li>2. Not completed. This may be part of the Surf Sports Blue Sky Review in stage two but only if members want revolutionary change.</li> </ol>

## Goal 2: High Performance

Key Challenge: Limited high performance investment and strengthening international competitors

**Strategic Goal: Back to back World Champions in 2012 and 2014**

**Focus: Athlete depth for the World Championships**

Note: HPP = High Performance Programme

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Develop and implement a campaign plan to win the World Championships	<ol style="list-style-type: none"> <li>Increase investment into the World Championships campaign</li> <li>Establish National Coach role to enhance athlete preparation and performance and wider coach development</li> <li>Recruit and develop world class HP personnel to support and deliver our programme</li> <li>Optimise team preparations in Rescue 2012 conditions</li> <li>Develop and implement specific plans to address issues identified in Rescue 2010 performance</li> </ol>	Win the 2012 World Championships	<ol style="list-style-type: none"> <li>HP expenditure has decreased mainly due to reduced HPSNZ funding. HP expenditure varies year on year as there is significantly more expenditure in a World Championships year.</li> <li>Completed. National Coach role is in place.</li> <li>Completed. Strong HP management teams in place for both Open and Youth programmes.</li> <li>Completed.</li> <li>Completed.</li> </ol> <p>Other:</p> <ul style="list-style-type: none"> <li>NZ won Rescue 2012.</li> <li>Planning and preparation for Rescue 2014 has been extremely thorough. There was a thorough debrief after Rescue 2012 and learnings from that campaign have been applied to the Rescue 2014 campaign.</li> <li>Annual D Squad camps have been held.</li> </ul>
2	Provide regular opportunities for international competition in WC disciplines	<ol style="list-style-type: none"> <li>Provide annual international selection opportunities for both World Championships and Development Squads in both pool and beach events</li> </ol>	Increase in the quantity and consistency of international competitive opportunities for athletes in our HPP	<ol style="list-style-type: none"> <li>Completed. WC Squads have competed at ISRC in Japan in 2013. Development teams have competed in beach events at Sanyo Bussan Cup, ISRC at Mt Maunganui, Rescue 2012, ISRC in Japan 2013 and pool events at 2011 Australian Pool Champs, informally as part of the Papamoa team for 2013.</li> </ol>
3	Build athlete depth in World Championships disciplines.	<ol style="list-style-type: none"> <li>Develop and deliver an integrated HPP for World Championships (WC) and Development (D) Squads</li> <li>Develop and implement HP Communication Plan for HPP</li> </ol>	Measurable reduction in the gap between the number one ranked athlete and	<ol style="list-style-type: none"> <li>Both WC and D Squads have plans in place but these squads are operated independently of each other in 2014. There was a more integrated approach in 2012.</li> <li>Completed.</li> <li>Completed. Although some D Squad athletes did not</li> </ol>

		<p>communications and one on one support and development of athletes</p> <ol style="list-style-type: none"> <li>3. Implement Individual Performance Plans (IPPs) for all HPP athletes (WC and D Squads) to plan, implement and monitor athlete training, preparation and performance</li> <li>4. Establish processes for talent identification and development, at national and regional levels</li> </ol>	<p>next best athletes in each discipline</p> <p>Quarterly reviews of all IPPs by HPP coaches, athletes and their club coaches</p>	<p>complete IPPs in the past year.</p> <ol style="list-style-type: none"> <li>4. No formal national talent ID plan is in place. Talent ID and development is done on an ad-hoc basis via NZ Selectors and Club coaches. IPPs are in place for athletes once they are in WC or D Squads.</li> </ol>
4	Provide representative opportunities for beach events	<ol style="list-style-type: none"> <li>1. Provide representative opportunities for beach events (including International Surf challenge in 2013 and 2015). Explore representative opportunities at SLSA Championships</li> <li>2. Support the development of beach athletes with potential to contribute to World Championships campaigns</li> </ol>	<p>Increase competitiveness in international beach events</p>	<ol style="list-style-type: none"> <li>1. Completed.</li> <li>2. Completed. But room for improvement with further opportunities.</li> </ol>
5	Strengthen HP pathways for Surf Boats	<ol style="list-style-type: none"> <li>1. Retain International Surf Boat Challenge title in 2013 and 2015</li> <li>2. Review opportunities for bi -annual international Surf Boat competition to compliment International Surf Challenge (including World Club Championships, SLSA Nationals, Trans-Tasman competition)</li> <li>3. Establish bi-annual international Surf Boat opportunity identified in (2)</li> </ol>	<p>Increased opportunities at representative level</p>	<ol style="list-style-type: none"> <li>1. The International Surf Boat Challenge was held as part of the 2011 DHL Festival of Sports but this event was not completed so it was not possible to defend the title in 2013 and 2015.</li> <li>2. Completed.</li> <li>3. Completed. There is now an annual Trans-Tasman Test Series with Australia.</li> </ol>
6	Develop HP pathways for IRBs	<ol style="list-style-type: none"> <li>1. Review opportunities for regular international IRB competition (including World Club Championships, SLSA IRB Nationals, Trans-Tasman competition)</li> <li>2. Establish international IRB opportunity identified in (2)</li> </ol>	<p>Increased opportunities at representative level</p>	<ol style="list-style-type: none"> <li>1. Completed.</li> <li>2. Not completed. No international opportunities available as NZ races under different rules to SLSA and ILS. NZ would have to race under these rules in any international IRB event.</li> </ol>
7	Strengthen HP stakeholder relationships	<ol style="list-style-type: none"> <li>1. Maximise SPARC investment and support</li> <li>2. Optimise athlete access to support</li> </ol>		<ol style="list-style-type: none"> <li>1. Good relationship with Sport NZ. Funding dropped in 2011/12 but has risen over the past three years.</li> <li>2. Not completed. No carded athletes and HPSNZ have restricted</li> </ol>

		<p>services through the NZAS or alternative providers</p> <ol style="list-style-type: none"> <li>3. Maximise access to Performance Enhancement Grants (PEGs), Prime Ministers Scholarships and other support available</li> <li>4. Establish agreements with other NSOs to maximise the talent available for pinnacle events</li> </ol>		<p>access to these services.</p> <ol style="list-style-type: none"> <li>3. PEGs no longer provided. HP funding has been decreasing. PM scholarships attained by several athletes. Kurt Wilson (D Squad Coach) has completed the Coach Campaign Leadership Programme.</li> <li>4. MoU with Swimming NZ. Could look at other sports but this is really an individual athlete choice at present.</li> </ol>
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### Goal 3: Coaching

Key Challenge: Low number of quality coaches, limited structured coaching programmes in clubs

**Strategic Goal: Capable coaches at all levels supporting and developing a growing athlete base**

**Focus:** *Leadership and entry level growth*

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Coach Development Framework provides a clear coach pathway from entry level to national coach	<ol style="list-style-type: none"> <li>1. Identify and/or develop a comprehensive range of extension modules (formal and informal learning modules) including discipline specific workshops and relevant learning modules delivered by other organisations that support and enhance the formal courses in the Coach Development Framework</li> <li>2. Review the optimal content and delivery channel for Safety Net</li> <li>3. Review options and provide additional networking and informal learning opportunities for coaches (e.g. coach leadership programme, national coaching conferences, and regional and local initiatives)</li> <li>4. Link with SLSA high performance coach pathway for top end coach development opportunities</li> <li>5. Review pathway to ensure it is meeting the needs of coach target groups and SLSNZ objectives</li> <li>6. Utilise opportunities and relationships with external stakeholders to maximise coach support, including Surf Lifesaving Australia, SPARC, Regional Sports Trusts CoachForce</li> </ol>	Complete Coach Development Framework in place including extension modules	<ol style="list-style-type: none"> <li>1. Partially completed. Some areas run extension modules currently but not nationally coordinated.</li> <li>2. Not completed.</li> <li>3. Not completed.</li> <li>4. Not completed.</li> <li>5. Not completed. A review of the coaching pathway will be included in the Surf Sports Blue Sky Review project.</li> <li>6. Partially completed. Relationships established but opportunities not maximised yet.</li> </ol>

2	Effective coach recruitment and retention	<ol style="list-style-type: none"> <li>1. Maintain quality resources to promote coach development opportunities</li> <li>2. Develop tools and resources to support club coaching and the transition from courses into coaching (including a SLSNZ Coaching Manual, complete range of DVDs and additional resources to assist CDOs/clubs with coach recruitment, induction, development and retention)</li> <li>3. Streamline course delivery processes (including course promotion, timing, resources, facilitator delivery, assessment and follow-up)</li> <li>4. Create a talent development strategy for identifying and developing promising coaches (e.g. recruiting retiring athletes, mentoring programme)</li> <li>5. Increase level of direct communications to coaches through improved coach database and communication tactics</li> <li>6. Include coach measures in sport section of Club Pulse tool and use to prioritise coaching needs</li> </ol>	<p>An increase in the number of accredited coaches at all levels.</p> <p>Coach to athlete ratios at each level are established, tracked and achieved by 2015</p>	<ol style="list-style-type: none"> <li>1. Partially completed. Advertising of formal courses offered.</li> <li>2. Completed. However, there are limited resources available - Coach DVD and formal coaching course material.</li> <li>3. Completed. Currently delivering four formal courses and developing facilitators for courses.</li> <li>4. Not completed. No national strategy but some local areas and regions are delivering this.</li> <li>5. Not completed.</li> <li>6. Completed.</li> </ol>
3	Pool of talented coaches capable of being national coach	<ol style="list-style-type: none"> <li>1. Paid National Coach position is maintained and expanded to full time role</li> <li>2. Clear pathway created with high performance coaching positions</li> <li>3. Coach Leadership Programme launched to provide structured networking and development opportunities for talented coaches</li> </ol>	<p>Coach Leadership Programme established</p> <p>Increase in the depth of talented coaches</p>	<ol style="list-style-type: none"> <li>1. Partially completed. Role is in place but currently part-time.</li> <li>2. Not completed. This pathway will be reviewed in the Surf Sports Blue Sky Review.</li> <li>3. Not completed.</li> <li>4. Partially completed, but managed on an ad-hoc basis. Kurt Wilson (D Squad coach) is in the HPSNZ Programme for carded coaches.</li> </ol>

		(5-10 per annum) 4. Tracking and support for talented coaches		
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## Goal 4: Surf Officials

Key Challenge: Low number of quality officials, impact on athlete experience at events

**Strategic Goal: Capable officials at all levels helping deliver successful events and athlete satisfaction**

**Focus:** *Recruitment and development of new officials*

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Clear pathway for surf officials from entry level to national event referee roles	<ol style="list-style-type: none"> <li>1. Provide additional networking and informal learning opportunities for officials through the Surf Officials Leadership Group, other national, regional and local initiatives</li> <li>2. Link with SLSA high performance official pathway for top end official development opportunities (Level 3)</li> <li>3. Review pathway to ensure it is meeting the needs of surf official target groups and SLSNZ objectives (e.g. explore the need for an Intro to Surf Officiating targeting Junior Surf parents)</li> <li>4. Utilise opportunities and relationships with external stakeholders to maximise official support, including Surf Lifesaving Australia, SPARC, Regional Sports Trusts</li> </ol>	Comprehensive surf officials pathway in place	<ol style="list-style-type: none"> <li>1. Completed. National group established. Regional groups established in some areas.</li> <li>2. Not completed. Some Officials have participated in SLSA events but this has been organised by them and when requested, with SLSNZ approval.</li> <li>3. Not completed. This will be included in the Surf Sports Blue Sky Review.</li> <li>4. Not completed. Good relationships with some of these external stakeholders but need to maximise support and opportunities for officials.</li> </ol>
2	Increase the recruitment of new surf officials	<ol style="list-style-type: none"> <li>1. Undertake further research into motivations and barriers for surf officiating</li> <li>2. Develop quality resources to promote and support surf official opportunities in clubs (including officials recruitment, induction, development and retention)</li> </ol>	An increase in the number of accredited and active surf officials at all levels.	<ol style="list-style-type: none"> <li>1. Currently reviewing assessments from officials courses and reviewing barriers to entry.</li> <li>2. Completed. Formal courses established and advertised each year.</li> <li>3. Completed.</li> <li>4.</li> </ol>

		<ol style="list-style-type: none"> <li>3. Streamline course delivery processes (including course promotion, resources, facilitator delivery, assessment, follow-up and transition to local events)</li> <li>4. Include officials measures in sport section of Club Pulse tool and use to prioritise official needs</li> </ol>		
3	Retain and develop capable surf officials	<ol style="list-style-type: none"> <li>1. Establish one central database of all trained and active surf officials from local to national levels</li> <li>2. Increase level of direct communications to officials through improved official database and communication tactics</li> <li>3. Create a talent development strategy for identifying and developing promising officials (e.g. recruiting retiring athletes (Oceans), fast tracking, assessment and development plans, mentoring programme). Identify and share good practice from local initiatives e.g. BOP Officials Leadership Group</li> <li>4. Develop and implement strategies that help create more opportunities for surf official progression, including initiatives to foster positive retirement experiences for surf officials</li> </ol>	Surf officials to event ratios at each level are established, tracked and achieved by 2015	<ol style="list-style-type: none"> <li>1. Not completed. PAM database has some information but qualifications are out of date. Officials information appears to be managed via a various tools.</li> <li>2. Partially completed. There is now one Call to officials from National level. However, a specific communications plan is not in place.</li> <li>3. Not completed.</li> <li>4. Not completed.</li> </ol>
4	Pool of talented surf officials capable of being national event referees	<ol style="list-style-type: none"> <li>1. Surf Officials Leadership Group developed to provide the opportunity for senior officials to lead surf official development and provide networking and development opportunities for</li> </ol>	<p>Increase in the depth of talented surf officials at national level</p> <p>Officials secure</p>	<ol style="list-style-type: none"> <li>1. Completed. Both national and regional leadership groups are in place.</li> <li>2. Not completed. Pathway will be reviewed in the Surf Sports Blue Sky Review project. Appointments process is currently being reviewed by NSC.</li> <li>3. Not completed. No formal strategy in place. Managed on an</li> </ol>

	talented officials 2. Clear pathway created with senior surf officials positions (transparent appointment process and targeted development) 3. Tracking and support for talented officials	key roles at 2014 World Championships	ad-hoc basis.
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## Goal 5: Events

Key Challenge: Static event formats and participation

**Strategic Goal: Vibrant and exciting event calendar with iconic and dynamic events**

*Focus: Evolution of events and building iconic events*

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Optimal event pathways for all disciplines	<ol style="list-style-type: none"> <li>Review existing event pathways for all disciplines from local to international event opportunities; create clear levels of events (local, regional, national, international); identify and prioritise opportunities for improvements</li> <li>Identify gaps in event pathways for new event concepts</li> </ol>	Growth in event participation at all levels	<ol style="list-style-type: none"> <li>Not completed.</li> <li>Not completed.</li> </ol> <p>Both initiatives will be included in the Surf Sports Blue Sky Review.</p>
2	Introduction of new events maintains fresh and exciting event calendars	<ol style="list-style-type: none"> <li>Create opportunities for new event concepts to be identified, developed and tested</li> <li>Identify, develop and package event concepts to attract new participants to the sport that can be run at local and regional levels</li> <li>Identify, develop and package event concepts to retain and develop existing participants to the sport that can be run at regional and national level</li> </ol>	Participant satisfaction with event opportunities	<ol style="list-style-type: none"> <li>Completed. New events / rules introduced within competition manual. Ironman/Ironwoman Exhibition Series, IRB events and Surf Boat Series all implemented.</li> <li>Not completed. May be included in the Blue Sky review depending on scope of stage two.</li> <li>There have been some changes to events and age groups to assist with retention. Other concepts will be reviewed in the Surf Sports Blue Sky Review.</li> </ol>
3	Successful national events delivered through an efficient and effective event allocation and	<ol style="list-style-type: none"> <li>Review our event calendar structure looking at what events should be included, the ideal timing of events, the format and programme of events and the way events are delivered</li> <li>Develop standard SLSNZ event</li> </ol>	Internal efficiencies gained and consistent processes and added value demonstrated to	<ol style="list-style-type: none"> <li>Not completed. Will be included in the Surf Sports Blue Sky Review.</li> <li>Partially completed. There have been standards developed in some areas. For example, Health and Safety Plans must be completed to satisfaction of SLSNZ before support is provided to an event.</li> <li>Partially completed. It has been difficult to find host clubs</li> </ol>

	delivery model	<p>delivery model(s) at national and regional levels for event delivery level components, systems and processes (technical, infrastructure, marketing)</p> <ol style="list-style-type: none"> <li>Maintain long term (three year) event calendar through an event bid process every two years (2013 and 2015)</li> <li>Create a development strategy for key event venues that supports clubs to work with local councils and other stakeholders to strengthen venue capability</li> </ol>	membership	<p>this far in advance for some national events. Not completed.</p>
4	Effective event review and continuous improvement process	<ol style="list-style-type: none"> <li>Implement consistent process for annual event review and comprehensive bi-annual review</li> <li>Tracking of event participation numbers, demographics and key trends and application of this information to event improvements</li> <li>Identify, develop and implement new technologies for event processes and delivery systems (e.g. entry system, timing systems, results system)</li> <li>Clear processes and timelines around review and update of rules (rule books, competition manuals) and regulations (selection of coaches, managers, athletes)</li> </ol>	Key recommendations of event reviews led to improvements in event goals 1, 2 and 3	<ol style="list-style-type: none"> <li>Completed. Team Managers, Officials and reports from the Event Management Committee are completed after all national events. A season review of events was completed at the conclusion of the 2013/14 season. This review and survey results were shared with the membership via the SLSNZ website.</li> <li>Completed.</li> <li>Not completed. No new technologies adopted. Completed. Currently done over a two year cycle and have rule book online now for updating at any stage.</li> </ol>

## Goal 6: Internal capability

Key Challenge: Lack of alignment and whole of sport integration; limited resources (people, financial) and under developed systems and processes

**Strategic Goal: One clear strategy for surf sports in New Zealand that results in the best possible outcomes for members and participants**

**Focus:** *Support for one clear and inspirational plan*

	Goal	Deliverables/ Initiatives	Key Measure	Achievements up to May 2014
1	Effective engagement with membership around sport development and delivery	<ol style="list-style-type: none"> <li>1. Maintain and support the following national engagement:               <ol style="list-style-type: none"> <li>a. National Sport Committee</li> <li>b. Surf Officials Leadership Group</li> <li>c. Coach Advisory Group/ Coach Leadership Team</li> <li>d. Advisory Committees (Surf Boat, IRB)</li> <li>e. New Zealand Management Teams and Athlete Committee</li> </ol> </li> </ol>	Volunteer committees satisfied with level of engagement. SLSNZ satisfied with level of volunteer input.	<ol style="list-style-type: none"> <li>1. Not all of these groups are in operation. Current Surf Sport Advisory Groups are:               <ol style="list-style-type: none"> <li>a. National Sport Committee</li> <li>b. IRB Advisory Group</li> <li>c. Surf Boat Advisory Group</li> <li>d. Surf Officials Leadership Group</li> </ol>               New Zealand Management Team and Athlete Committee and Coach Advisory Group have not been formed.             </li> </ol>
2	Connected and integrated pathways for athletes, coaches, officials and event opportunities	<ol style="list-style-type: none"> <li>1. Review pathways developed in other pillars of this strategy to ensure alignment, connections and dependencies</li> <li>2. Develop 'whole of sport' pathway map and communicate</li> </ol>	'Whole of sport' pathway map increasing member understanding of opportunities	<ol style="list-style-type: none"> <li>1. Not completed.</li> <li>2. Not completed.</li> </ol> <p>Both of these initiatives will be included in the Surf Sports Blue Sky Review.</p>
3	Efficient and effective use of the SLSNZ organisational structure to deliver surf sport opportunities	<ol style="list-style-type: none"> <li>1. Effective and efficient (aligned) development and delivery of sport programmes and services from national leadership to local participation</li> <li>2. Provide regular sport course education to relevant staff (CDOs and RPSMs) to ensure</li> </ol>	Establish baseline measures for sport delivery in clubs and achieve targeted increase	<ol style="list-style-type: none"> <li>1. Aligned structure in a lot of ways but room to improve alignment and engagement across the country.</li> <li>2. No development completed for event delivery.</li> <li>3. Completed.</li> </ol>

		<p>understanding and delivery of sport programmes</p> <ol style="list-style-type: none"> <li>3. Integrate sport into club development Club Pulse, strong clubs critical to strong sport and strong sport is critical to strong organisation</li> </ol>		
4	<p>Improve resources (people and financial) available to develop and deliver surf sports</p>	<ol style="list-style-type: none"> <li>1. Complete audit of resource requirements to optimise sport leadership and delivery</li> <li>2. Integrate SLSNZ Leadership model into key sport programmes</li> <li>3. Ensure resource levels enable the effective delivery of annual plans</li> </ol>	<p>Annual sport plans are fully resourced</p>	<ol style="list-style-type: none"> <li>1. Not completed. Will be included in the Surf Sports Blue Sky Review.</li> <li>2. Not completed.</li> <li>3. Completed. Annual plans have been delivered but there may be ways to look at improving the delivery.</li> </ol>
5	<p>Planned, co-ordinated communication and promotion of sport opportunities</p>	<ol style="list-style-type: none"> <li>1. Sport communications plan developed and implemented utilising skills and resources of business team</li> </ol>	<p>Sport Communications Plan implemented</p>	<ol style="list-style-type: none"> <li>1. Completed. Communication and media plan developed and implemented for all national events and HP Programme.</li> </ol>
6	<p>Evidence based sport development strategy</p>	<ol style="list-style-type: none"> <li>1. Bi-annual club sport survey conducted through CDOs</li> <li>2. Identify and implement plan for undertaking research and consultation</li> <li>3. Planned cycle of review for Sport Framework - all key sport plans, policies, regulations, rules, courses</li> </ol>	<p>Clear systems and processes for Sport Framework in place</p>	<ol style="list-style-type: none"> <li>1. Not completed</li> <li>2. Not completed.</li> <li>3. Completed. Rule book reviewed, health and safety policy implemented, international athletes policy implemented, ILS rules for pool champs adopted. All sports items reviewed</li> </ol>

## Appendix 3: Surf Sports Blue Sky Review – Stage One Results

### SURF SPORTS BLUE SKY REVIEW

#### 1. SUMMARY OF STAGE ONE SURVEY RESPONSES

There were ten surveys distributed to various stakeholder groups in stage one of the Surf Sports Blue Sky Review. While the results varied, there was a clear indication from all stakeholder groups that evolution is preferred over revolution. This document will provide a detailed summary from Individual Members and Clubs but a brief summary of the results for all stakeholder groups is provided in Figure 1 below:

Figure 1:

<b>Stakeholder Group</b>	<b>Responses</b>	<b>Evolution</b>	<b>Revolution</b>
Individuals	466	86%	14%
Clubs	66	88%	12%
Officials	62	94%	6%
Staff	30	83%	17%
Lifeguarding Committees	16	81%	19%
Sport Committees	33	100%	0%
Boards	2	100%	0%
21 Club	16	81%	19%
HP Management Team	5	80%	20%
Life Members	10	70%	30%

## 2. SURVEY RESULTS FROM INDIVIDUAL MEMBERS

Total respondents: 466

Figure 2:

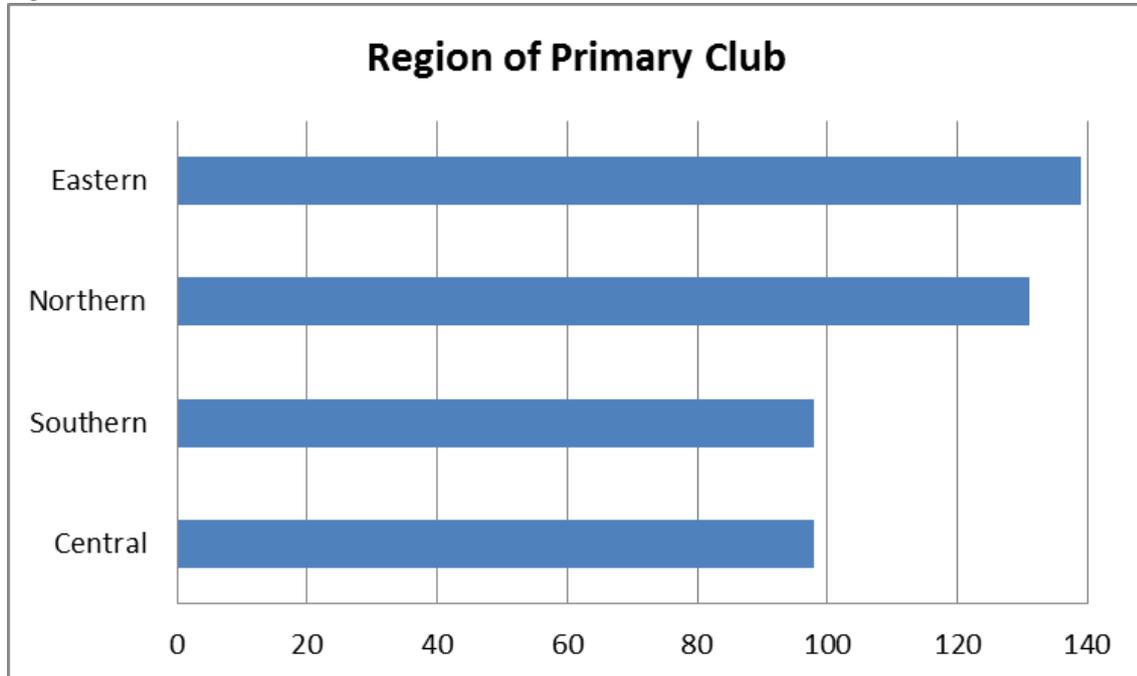


Figure 3:

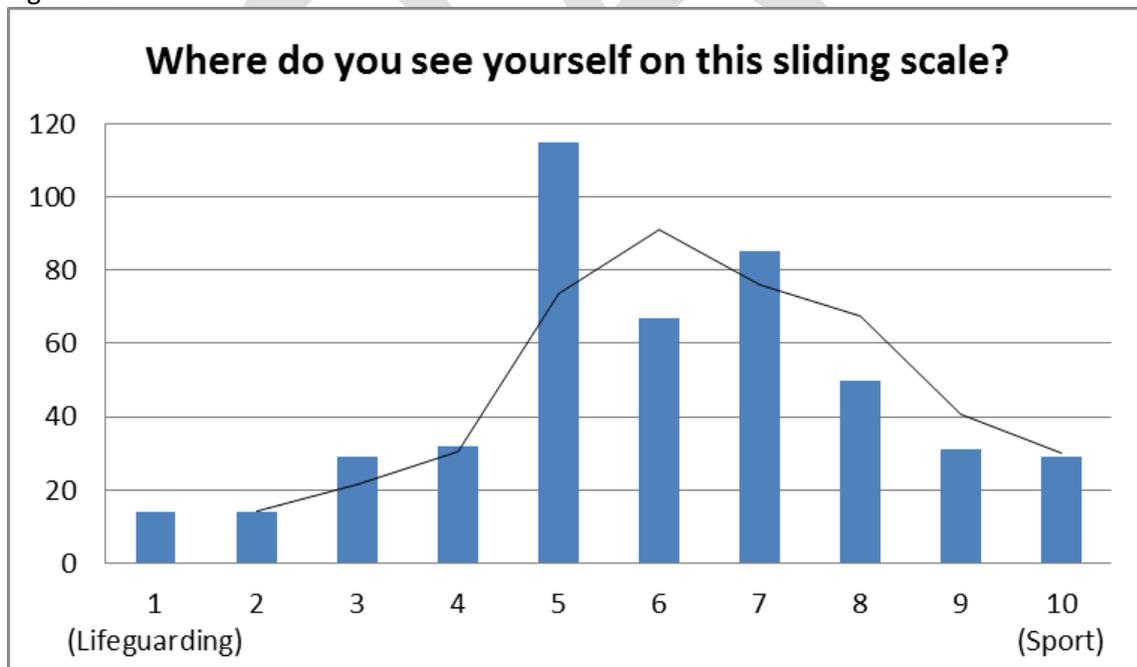


Figure 4:

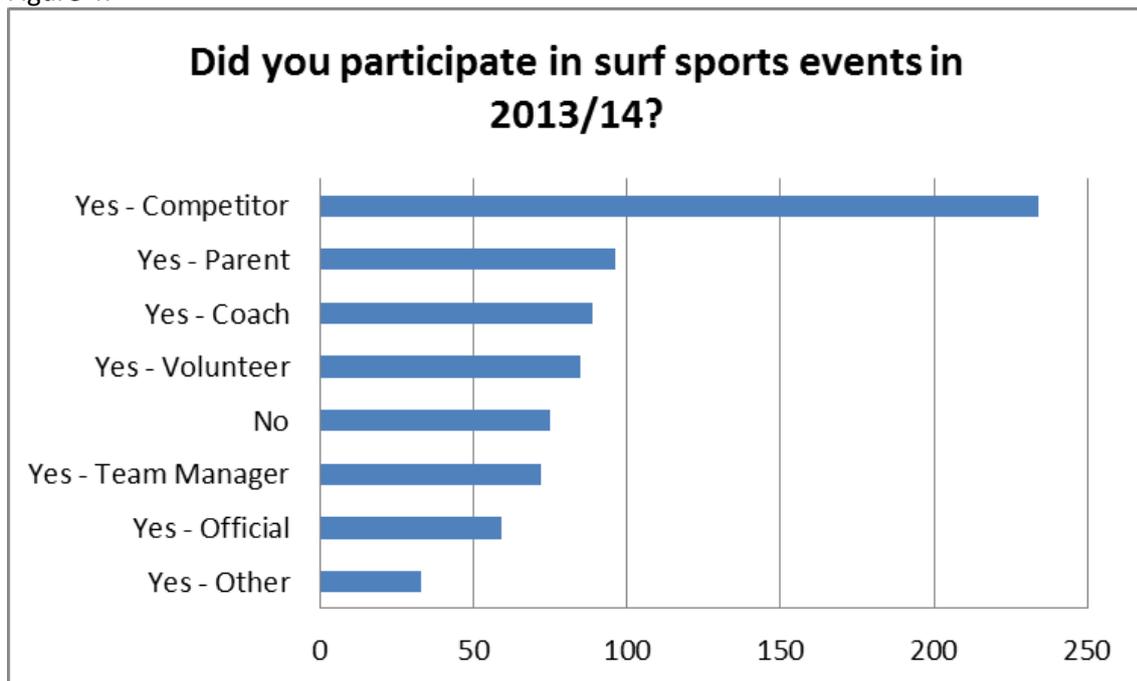
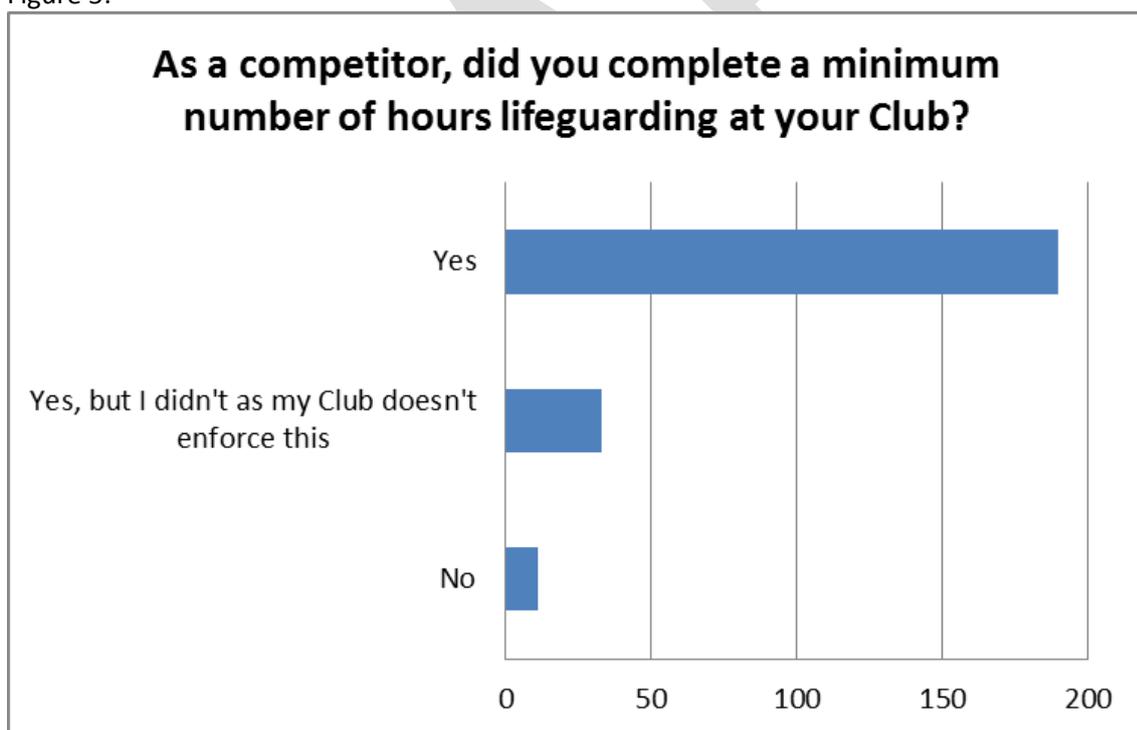


Figure 5:



120 out of 183 respondents indicated that the minimum number of lifeguarding hours they are supposed to complete to enable them to compete in surf sports is 20 hours. The average number of minimum hours across all 183 respondents who answered this question was 24 hours. The Club survey may provide a more accurate gauge on the minimum number of lifeguarding hours that members are to complete.

Figure 6:

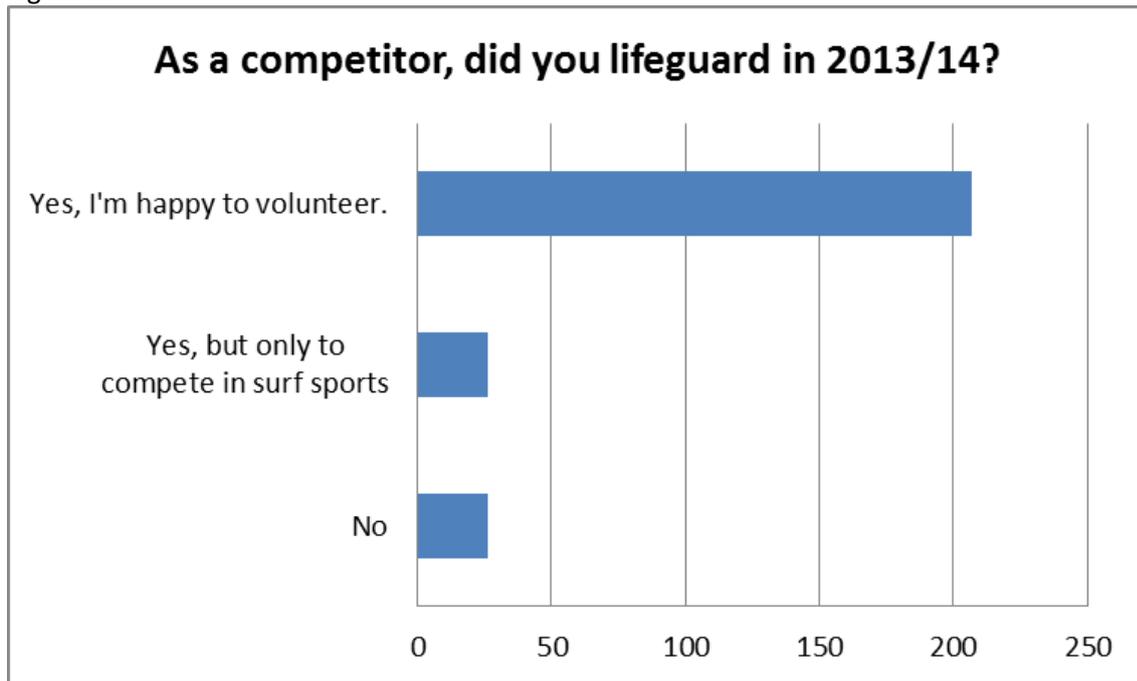


Figure 7:

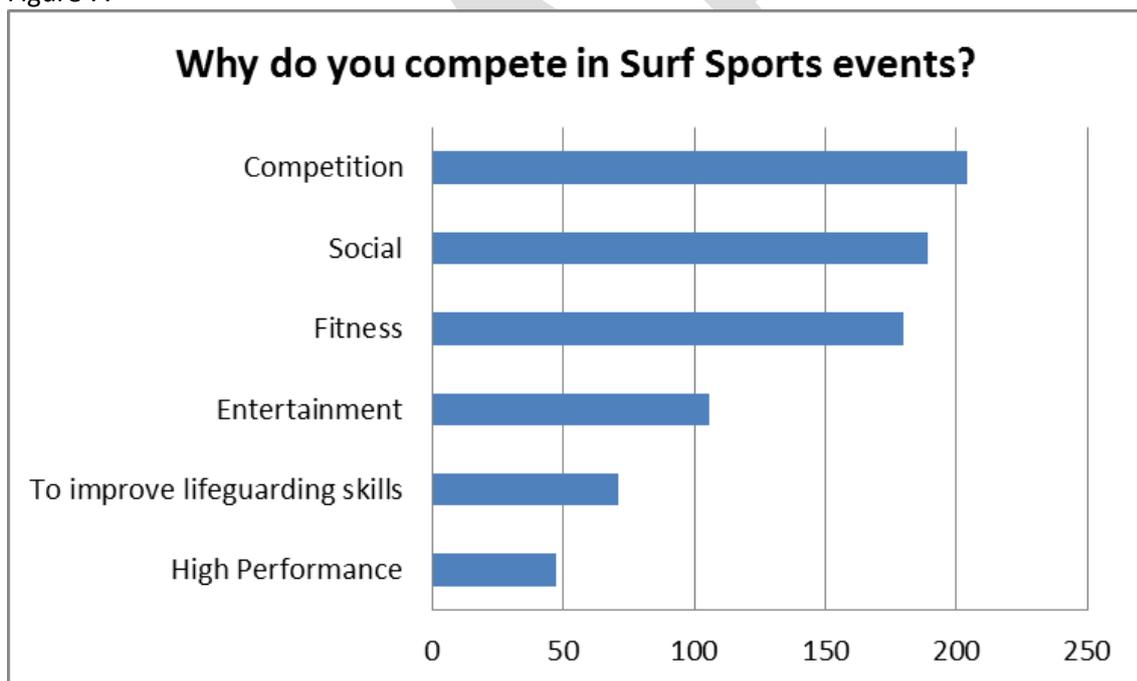


Figure 8:

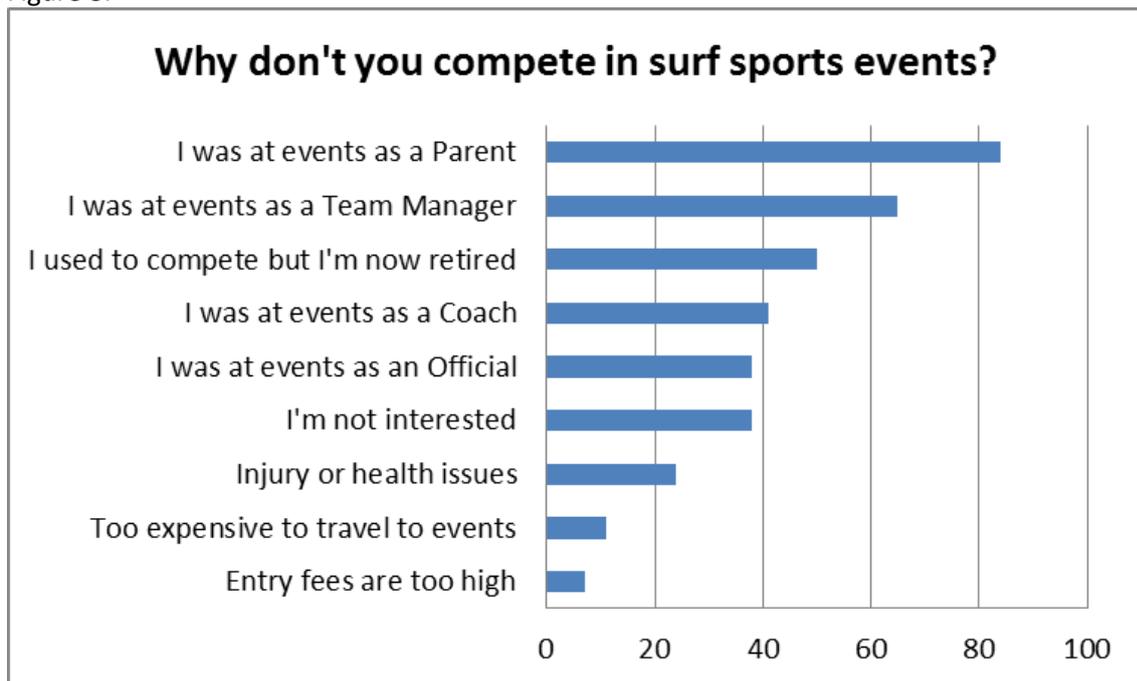
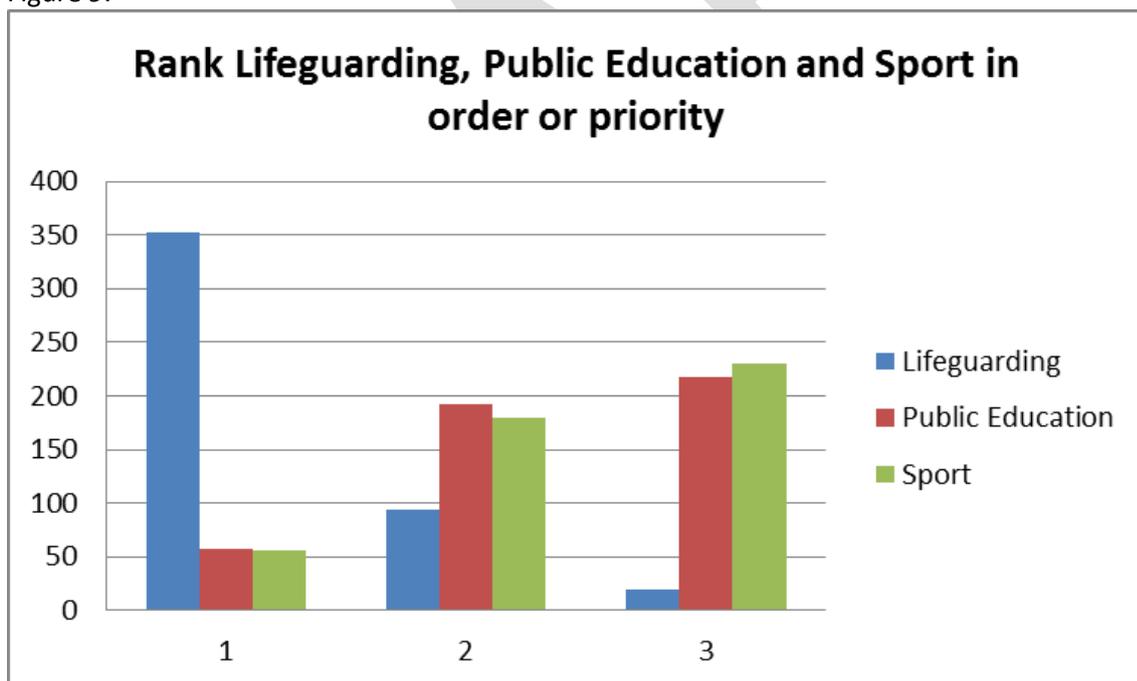
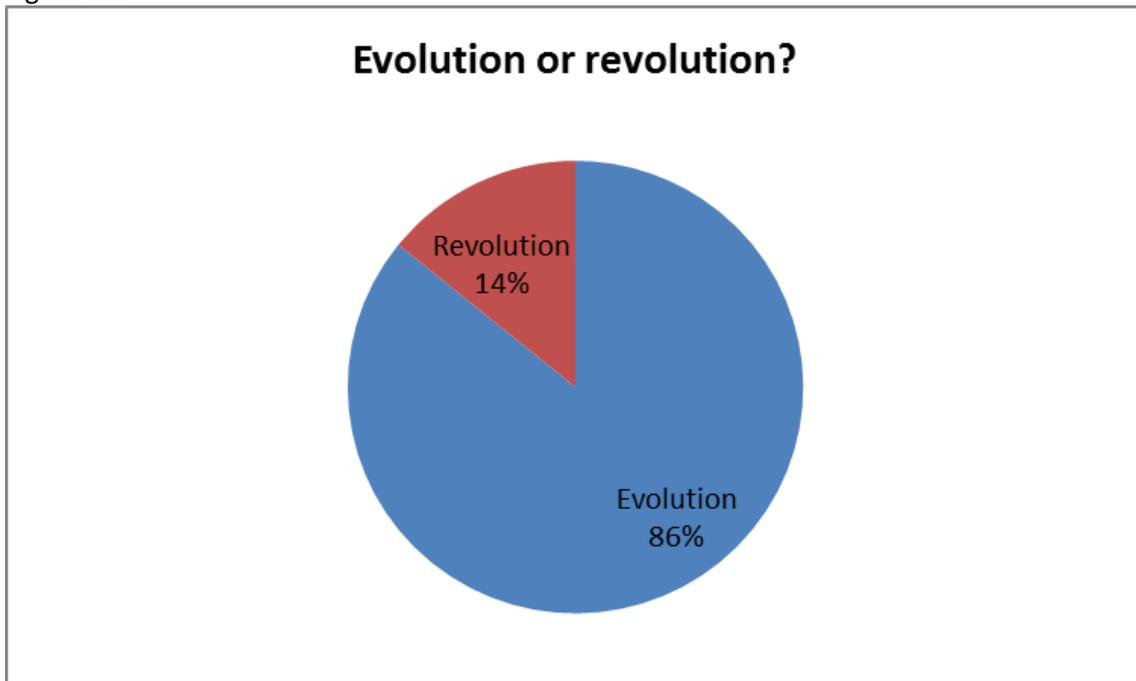


Figure 9:



This shows that the majority of those that answered the survey see lifeguarding as the top priority. Public education was ranked second overall but is only just above sport.

Figure 10:



It isn't possible to graphically represent the issues raised by individuals in this summary. A summary of issues raised will be included in a review of the current state and this will be available on the SLSNZ website.

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### 3. SURVEY RESULTS FROM SURF LIFE SAVING CLUBS

Total respondents: 66

Figure 11:

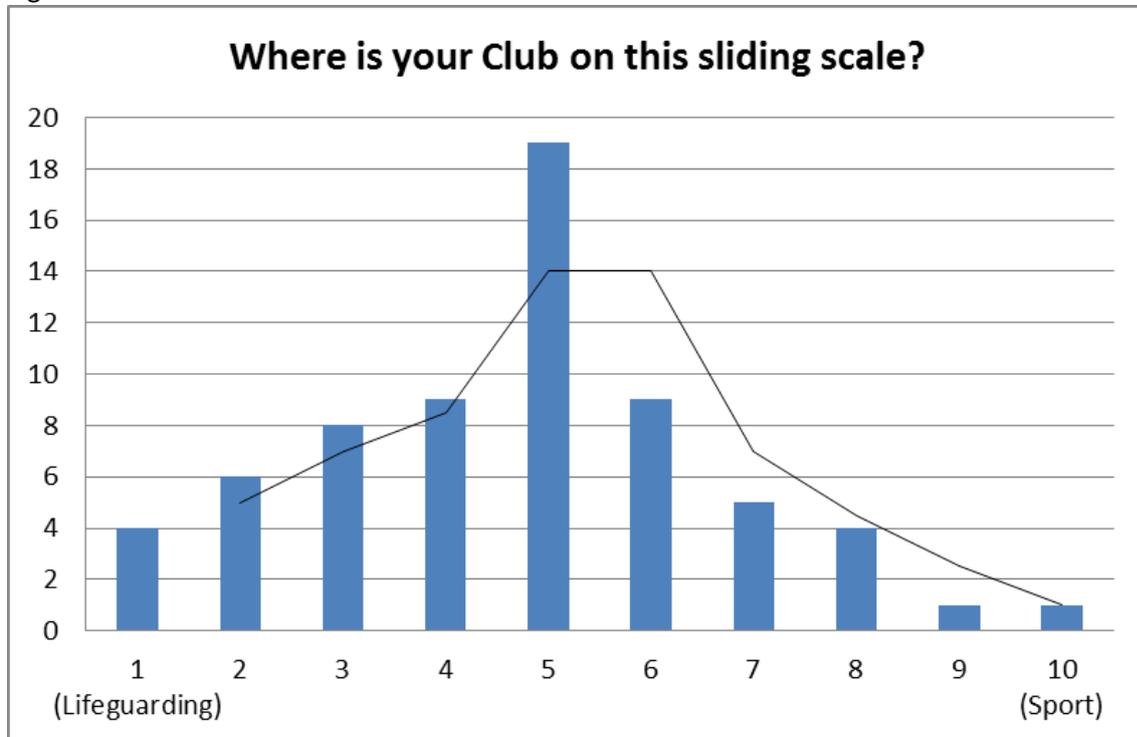


Figure 12:

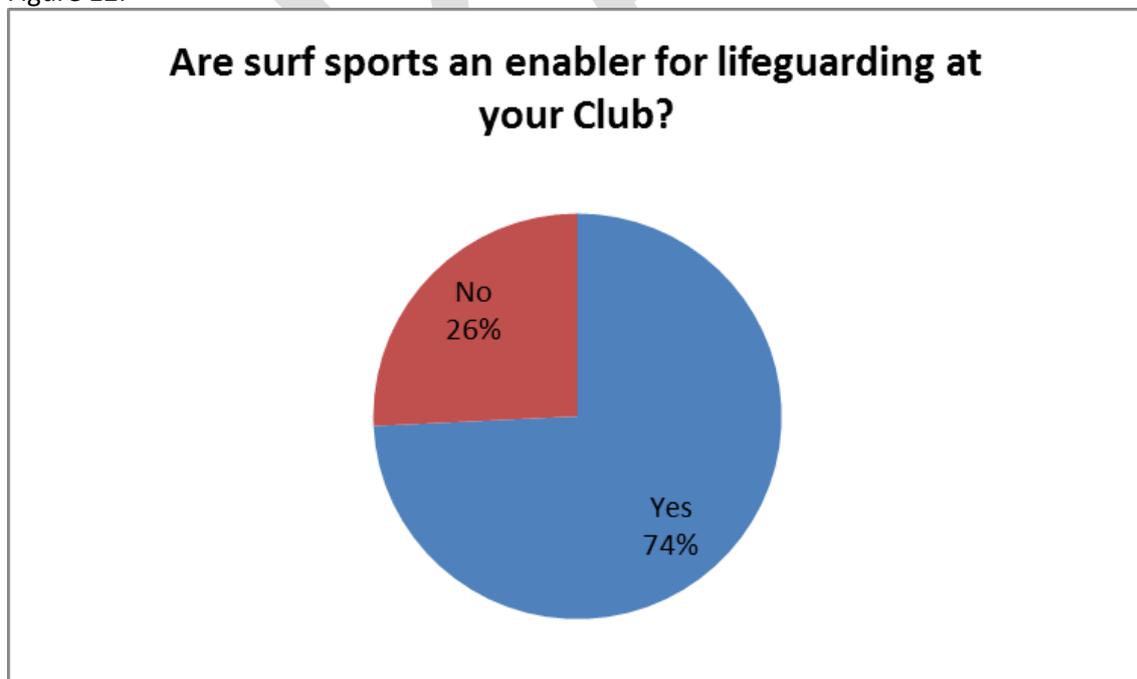


Figure 13:

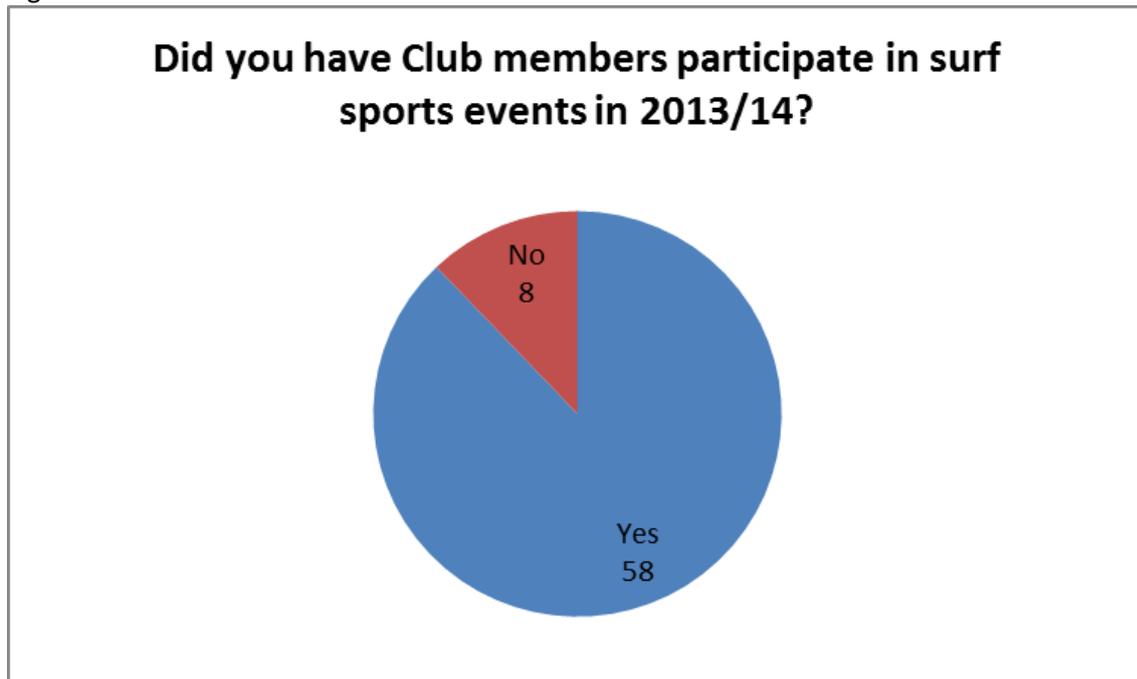
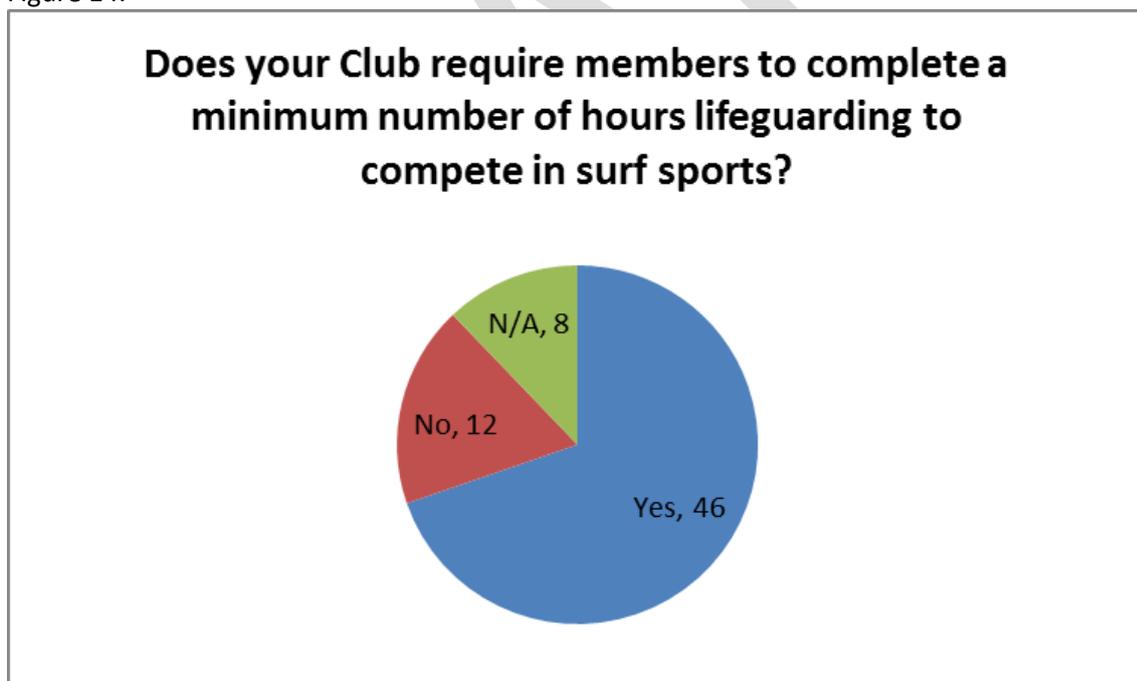
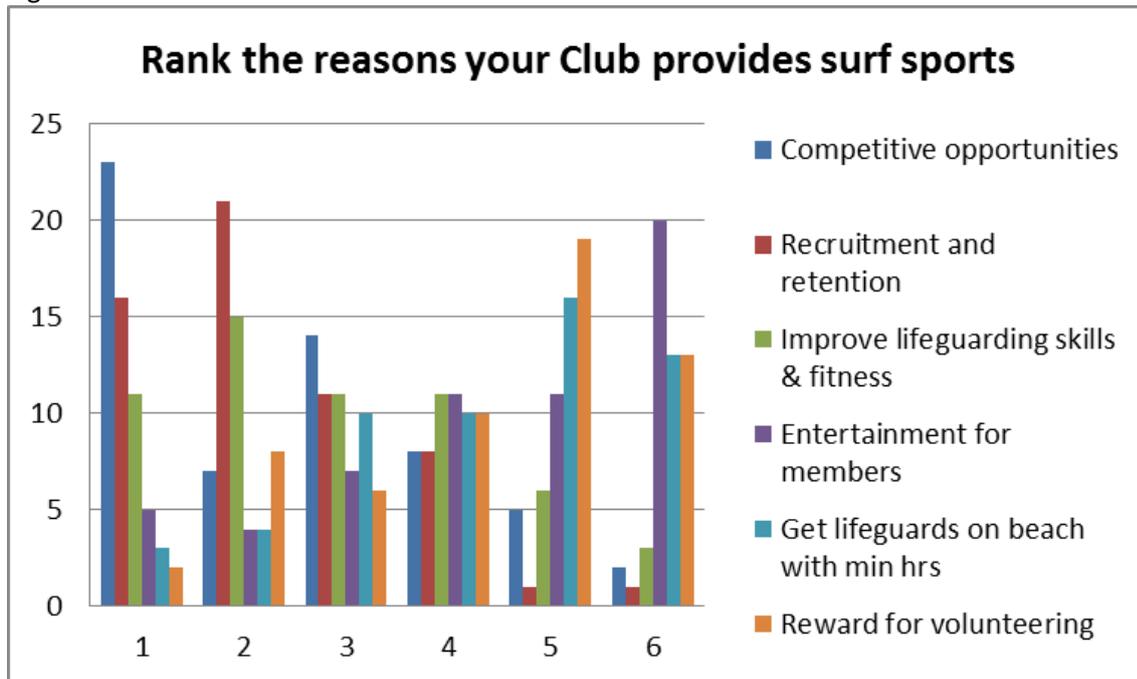


Figure 14:



The average number of minimum lifeguarding hours enforced by Clubs is 21 hours. The most common number of hours is 20, which is used by 28 Clubs. There was a range from 5 – 40 hours across these 46 Clubs.

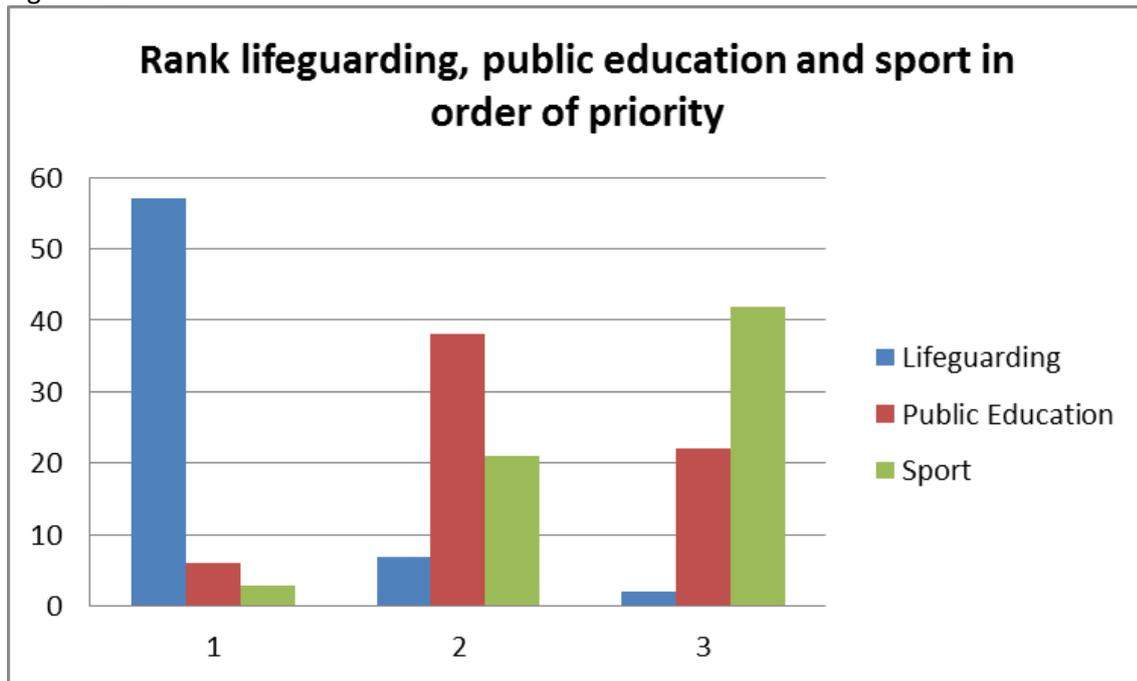
Figure 15:



The reasons why Clubs provide surf sports in order of priority are:

1. Recruitment and retention
2. Provide competitive opportunities to members
3. For Club members to improve primary lifeguarding skills and fitness
4. To get lifeguards on the beach by making surf sports participants do a minimum number of lifeguarding hours
5. Reward lifeguards for volunteering their time
6. Providing entertainment for members

Figure 16:



This shows that lifeguarding is clearly ranked as the top priority, with public education second and sport third.

Figure 17:

