Strategic Plan
2013 - 2016

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December 2012

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1. Introduction

Floorball is a type of indoor hockey which has seen strong growth in New Zealand over the past four years. It is played with light-weight plastic or carbon fibre sticks and a light hollow plastic ball. It is fast, fun, easy to learn and safe to play. It does not require much specialised playing equipment apart from a stick for field players and some protection gear for goalies. Five players and a goalie play in a fully enclosed rink, with a set-up very similar to ice hockey.

Floorball New Zealand (FNZ) was set up in 2009 as the National Sports Organisation for Floorball and has achieved full member status with the International Floorball Federation (IFF) in 2010. FNZ has also achieved Associate Membership in the New Zealand Olympic Committee in 2012. FNZ is an incorporated society and, as a non- profit organisation, has received an IRD tax exemption.

Membership numbers have constantly been growing over the past 3 years and one of the main objectives of this Strategic Plan is to further develop and grow the sport of Floorball in New Zealand on all levels. Key priorities for the next 4 years are:

- Increase the number of participants playing Floorball at all levels
- Build up an identity and public perception of Floorball
- Adapt organisational structure to growth and maintain financial sustainability
- Develop top level players, clubs and National teams in New Zealand

2. Vision for Floorball

- to become a popular sport played by many New Zealanders at all age levels
- to be an integral part of the sporting landscape in New Zealand
- to have New Zealand National teams participate regularly and successfully in international events

3. Values

People – We recognise that people of all ages and abilities are the basis of the Sport, and we aim to foster the development of our members and affiliated clubs. We actively encourage their input to shape the future of Floorball New Zealand and the sport of Floorball in our country.

Achievement – We strive to provide top class management, governance and coaching, providing a national framework that will create high quality Floorball and nurture success on a top sporting level, both nationally and internationally.

Fairness – We aim to undertake Floorball activities in fairness at all times and act as an exemplary National Sports Association with the highest respect for other National organisations, sport codes, international associations and all local, regional and national sport organisations, as well as individual clubs and players in our organisation.

Community – We see community involvement as a key to develop and promote the sport of Floorball and we aim to further strengthen our engagement with community groups, schools, councils and regional sports organisations. Floorball is a sport for everybody and a positive public image of the sport is vital to continue the growth.

4. Stakeholders Analysis

Stakeholder	Issues/Needs	Rating of importance
Local Clubs	Increase number of member clubs Have strong representation from different clubs on central committee	1 4
International Floorball Federation	Have strong relationship with IFF and AOFC Retain position on Central Board of AOFC	1 3
Sport NZ	Establish ongoing partnership and secure funding	1
NZOC	Maintain ongoing relationship with NZOC Investigate possible funding and support	2
Local and regional sports organisations	Proactive communication and working together in promoting Floorball in schools Investigate possible funding options	2 3
Other national sports associations	Promote Floorball with Hockey NZ, Inline Hockey NZ and Ice Hockey NZ as an off season sport Work towards including Floorball in Multisport events	4 3
Individual players	Create online registration Set up National teams and development squads	3 1
Sponsors	Secure national sponsors	2
Schools, Universities	Establish Floorball as a sport of choice for many schools Organise Floorball workshops for coaches, PE teachers Promote Floorball at universities	2 3 1

5. SWOT analysis

Strengths	Weaknesses
• New and exciting sport • Fun to play, easy to learn • Sport for everybody • Very adaptive to size of teams and facilities available • Gender neutral, mixed teams work well especially at junior age level • Simple, effective management structure in place • Very low costs for management through high level of committed volunteers • International sport, one of the fastest growing team sports world-wide	• Does not have high public perception and recognition • Attracts little sponsorship • Small number of licensed players and affiliated clubs • Floorball activities and promotion to new regions restricted due to lack of funding • Limited regional, national and international competitions due to geographic distance

Opportunities	Threats
• Offers alternative sport for kids and adults who don't play one of the more established sports • Allows children not involved in sports to participate and enjoy sport in a new way • Simple basic rules and easy to play, can easily be introduced into PE at school easily • Develop national programmes for top level and participation level players	• Other sports see Floorball as a competition for players rather than an opportunity to work together • Strong competition for venue hire • Sports coordinators often to busy to introduce and administer new sport to schools • Initial regional development often relying on very few people

6. Goals

6.1. Growing the game

To increase the number of participants who play Floorball regularly at all levels and across all of New Zealand

- Introduce Floorball to new cities and regions through workshops
- Support new groups and clubs with loan equipment and management assistance
- Provide entrance level coaching training for teachers, sports administrators, parents, etc.
- Collaborate with Indoor sport venues to add Floorball to the activities on offer

6.2. Increase public perception

To make Floorball an integral part of the sporting landscape in New Zealand and develop the brand of Floorball in New Zealand

- Communicate effectively with stakeholders
- Develop positive external relationships
- Promote and market the game to enhance perception and encourage participation
- Work towards including Floorball in regional and national Multisport events

6.3. Grow and refine organisational structures as numbers of participants grows

To further develop the administration and management structures of Floorball New Zealand to provide a sustainable and financially healthy organisation

- Have effective management structures and financial control mechanisms in place
- Facilitate communication between councils, schools and local Floorball groups
- Have conflict resolution in place
- Apply for funding and seek sponsorship to maintain financial sustainability

6.4. Develop high performing players, clubs and National teams

To create a development framework to enable New Zealand players, club teams and National teams to perform at a high level internationally

- Build up high quality competition structure in New Zealand
- Develop refereeing structures and provide high quality referee training
- Develop a Youth Development framework to coordinate junior development across NZ
- Enter NZ teams in international competitions and World Floorball Championships regularly
- Bid to host international Floorball events in New Zealand

Goal 1: Growing the game

To increase the number of participants who play Floorball regularly at all levels and across all of New Zealand

Objective	Action Plan	Measures
Introduce Floorball to new cities and regions through work shops	Organise workshops in various locations Establish local contacts	2 regional workshops 2013 4 regional workshops 2014 80 licensed players by end of 2013 140 licensed players by end of 2014
Support new groups and clubs with loan equipment and management assistance	Obtain material donations from IFF Set up structure for loan equipment to new groups Set up club management manual	2nd loan rink application submitted Sticks and goalie equipment from IFF secured Loan equipment structure in place by April 2013 Club management manual in place by December 2013
Provide entrance level coaching training for teachers, sports administrators, parents, etc.	Set up coaching manual and FNZ coaching structure Run coaching courses in various locations Implement coaching certification	Manual and structure in place by November 2013 2 coaching courses in 2013 4 coaching courses in 2014 Coaching certification in place by December 2014
Collaborate with Indoor sport venues to add Floorball to the activities on offer	Promote Floorball to NZRA and private sport venue providers Assist in setting up Floorball participation programmes to new venues	Presentation to NZRA in April 2013 Collaboration with YMCA starting in 2013

Goal 2: Increase public perception

To make Floorball an integral part of the sporting landscape in New Zealand and develop the brand of Floorball in New Zealand

Objective	Action Plan	Measures
Communicate effectively with stakeholders	Ongoing national stakeholder engagement and communications plan Organise regional stakeholder meetings	Communications plan in place by mid 2014 First stakeholder meeting in Wellington before July 2013
Develop positive external relationships	Develop partnerships with key stakeholders Provide regular feedback and news updates to stakeholders	Produce Floorball New Zealand newsletter twice per year, starting in June 2013
Promote and market the game to enhance perception and encourage participation	Develop national marketing and promotion strategy Coordinate public relations of member clubs Redevelop website to provide attract more site visits and returning visits Use social media to promote Floorball	National marketing and promotion strategy in place by December 2013 PR guidelines for member clubs in place by mid 2014 New website by mid 2013 Floorball New Zealand to use facebook, twitter, etc regularly to communicate
Work towards including Floorball in regional and national Multisport events	Approach Masters Games NZ and University Sport NZ about adding Floorball	Floorball to be part of one NZ Multisport event by 2015

Goal 3: Grow and refine organisational structures as numbers of participants grows

To create a development framework to enable New Zealand players, club teams and National teams to perform at a high level internationally

Objective	Action Plan	Measures
Have effective management structures and financial control mechanisms in place	Set up online registration Redefine spread of board members	Online registration in place by mid 2014 3 out of 8 board members women, 1 independent board member
Facilitate communication between councils, schools and local Floorball groups	Put Floorball information on website for easy access Establish relationships with national and regional sports trusts and school sport associations	New website by mid 2013 Regular contact with regional sports trusts
Have conflict resolution in place	Refine conflict resolution framework	Conflict resolution framework in place by end of 2013
Apply for funding and seek sponsorship to maintain financial sustainability	Apply for funding with Sport NZ Set up plan for funding applications with trusts Develop sponsorship plan	Lodge funding application with Sport NZ by 28.2.2013 Funding application plan in place by April 2013 One national sponsors secured by end of 2013, two additional ones by end of 2014

Goal 4: Develop high performing players, clubs and National teams

To create a development framework to enable New Zealand players, club teams and National teams to perform at a high level internationally

Objective	Action Plan	Measures
Build up high quality competition structure in New Zealand	Set up regional Floorball leagues National championship tournaments for seniors and juniors to be held	Wellington Floorball League in place end of 2012 NZ Championships for seniors in place, U19 and U15 championships in place by 2014
Develop refereeing structures and provide high quality referee training	Set up national referee training development framework Run regional referee courses Train up international referees	NZ referee training development framework in place by October 2013 Referee course schedule by October 2013 One international referee pair by December 2013
Develop a Youth Development framework to coordinate junior development across NZ	Map out youth development structure Set up regional youth development squads	Youth development squad structure in place by February 2013 Set up first regional youth development squads by April 2013 Set up youth development squads across NZ by mid 2014
Enter NZ teams in international competitions and World Floorball Championships regularly	Men's World Cup 2014 Women's World Cup 2015 Men's U19 World Cup 2015 Women's U19 World Cup 2016 World University Floorball Championships in 2014	Register Men's team for WFC 2014 by end of 2012 Register Women's team and MU19 team for WFC 2015 by end of 2013 NZ team to play in WUFC in 2014
Bid to host international Floorball events in New Zealand	Asia Pacific Floorball Championships APAC to be hosted in NZ in 2014	IFF awarded APAC tournament 2014 to Wellington