

# Archery New Zealand Strategic Plan 2011 – 2016

## Executive summary

The Board of Archery New Zealand has written the Strategic Plan and accompanying Commission Operational Plans to put shape and purpose into Archery New Zealand Inc (ArcheryNZ).

With increasing numbers of people beginning archery but overall numbers remaining fairly static; with a few archers achieving great international success but the general domestic standard apparently making little progress, greater planning and direction is required to enable everyone to participate and to contribute to the cause of improving archery in New Zealand.

It is important to set out the values of ArcheryNZ that underpin and direct all we do.

We have four basic goals to:

- 1 **Involve** as many people as we can whether they be archers, officials, supporters and/or financial contributors.
- 2 **Enable** all these people and groups to become and remain actively involved.
- 3 **Build** on the work of past and present members, celebrating their successes and providing a platform for the future.
- 4 **Review** what has been done, how it has been done how successful or not it was and learn from the analysis to make greater progress.

The financial and infrastructure sections outline how it is intended to conduct the affairs of the Association and prepare for the future.

The four Commissions are integral parts of ArcheryNZ. For archery to progress each of the Commissions must play its part in supporting its members to achieve their respective ambitions, to increase the size of its membership and thus of ArcheryNZ, and to provide pathways and training of and for its members.

To this end each of the Commissions has put forward specific proposals to advance the goals of ArcheryNZ, the manner in which the proposals will be actioned and indicators by which to measure progress.

This Executive summary, the Values, Goals and the financial and infrastructure sections will be discussed and be available for adoption at the AGM.

The Commission Operational Plans will be considered by the respective Commission AGMs.

The Strategic Plan and Commission Operational Plans, amended where appropriate, will be published on the web site and in the Archer, sent to all clubs, SPARC, NZOC and used as the base to market archery as an attractive, enjoyable sport at all levels.

Its success in all these aspects will depend on the willingness of everyone to contribute and to recruit others to support archery in New Zealand.



## Vision

Aiming for a community of active, confident people.

## Mission

Archery enables and celebrates a community of people of all ages and abilities to become confident, have attitude and strive for excellence.

## The Values of Archery New Zealand (ArcheryNZ)

ArcheryNZ has five key values that allow it to meet its purpose, and at the same time, allow us to dream our vision. These are:

### Excellence

- In all aspects, on and off the field, archer and official.
- At all levels of competition, from the Club to the World Championships or Olympics.
- At all levels of administration from Club to international appointments/elections.

### Inclusion

- Participation at all levels, of all achievement, with disabilities or not.
- Provide access to the sport through Clubs throughout New Zealand.
- Promoting archery to potential new members, media, and other interested parties.

### Sportsmanship

- Fairness of play, always striving for high ethical standards.
- Support for each other.
- Acting for the good of archery.

### Enjoyment

- Archery is a fun sport where the company of those involved is a joy to be part of.
- Being passionate about our sport.

### Encouragement

- Provide the training and coaching environments to develop the talents and abilities of all those involved in archery – archers, coaches, judges, administrators.

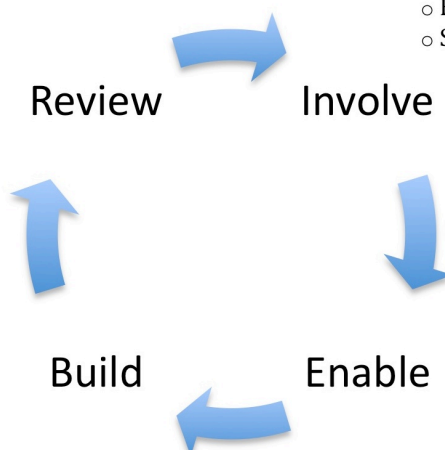


## Strategic Goals

REVIEW and learn from experience

INVOLVE all people and organisations to enjoy archery

- Marketing
- Communications
- Funders and donors
- Stakeholder engagement



Review

Involve

Build

Enable

BUILD on and celebrate success

- Celebrate
- Market and advertise
- Recognise success
- Talk about lateral stories

ENABLE archery to be accessible to all people of all ages and abilities

- Infrastructure
- Framework
- Pathways
- Training and retraining

### Finance

The major objective is to obtain funding from a variety of sources to support the aspirations of members – archers, coaches, judges and administrators.

Applications will be made to public and private providers for support for domestic activities and international commitments as set out in this plan.

Assistance will be sought to market archery as an internationally recognised sport providing health and educational benefits and enjoyment to participants and deserving of financial support.

Transparency and accountability for the use of funds will be through regular reports to the Board of Archery New Zealand, SPARC and other stakeholders, Annual financial statements to members and open and clear responses to questions raised.

### Infrastructure

Through consultation with members and like-minded organisations a structure will be introduced to enable the strategic goals to be met.

This revised structure will be subject to regular review to ensure it provides the framework and pathways to enable members to achieve their personal objectives and encourage more people to participate in and enjoy the sport of archery.

Communications with members, stakeholders and the general public will celebrate the achievements of members in whatever capacity they succeed.



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## Commission Operational Plans (COPs)

### JAMA

Vision: To develop Junior Archery to World class standards

Mission: To ensure all Junior archers are valued and given the opportunity to develop their shooting potential and perform on the world stage

Objective-Strategic Goal	Actions	Goal
<b>COMMISSION FRAMEWORK</b>  Confirm current roles or establish a new direction for the JAMA Commission	Determine through consultation with clubs and JAMA representatives, areas within JAMA that can be restructured or reinforced, to assist juniors to reach their goals.	
	Encourage clubs to become more involved in JAMA activities and programmes.	
	Encourage feedback from archers as to goals, and resources needed to achieve them.	
<b>SUPPORT EDUCATION FRAMEWORK</b>  Establish education and resource materials for parents, coaches and support personal of junior archers.	Establish what material would be of use to parents, supporters and clubs, to facilitate the roles they play in junior archery.	
	Canvas clubs for any existing material.	
	Compile parent/supporters handbook.	
	Publish as downloadable document on ANZ Website.	
<b>ARCHER DEVELOPMENT PATHWAY</b>  Develop and promote athlete pathway from Beginner archers to advanced archers. Develop skills; increase knowledge of methods, equipment and psychology.  Align with coaches and athletes pathway to form the Archery Matrix	Review FITA beginner's manual for suitability of programme.	Set-up an archer pathway that encourages participation, and acknowledges the archers achievements.
	Prepare manual for Compound to run alongside that for Recurve.	
	Provide coach/archer workbooks.	Provide manuals for archers and coaches.
	Set up National register for achievements.	
	Encourage development and advancement through coaching levels/judging, and Mentoring.	



<p>PROMOTION OF ARCHERY IN SCHOOLS</p>	<p>Consult with clubs to promote Archery to local schools.</p>	
<p>Establish Archery as a college sport</p>	<p>Encourage clubs to train more club archers as Instructor coaches to facilitate running of “have-a-go sessions”.</p>	
	<p>Encourage clubs to apply for grants within their districts for equipment.</p>	
	<p>Hold regular Archery in schools shoots.</p>	
	<p>Get recognition from College Sport/ SPARC/ and Kiwisport.</p>	



## Athlete

Vision: To have an Interactive, Well Informed New Zealand Archery Community

Mission: To provide Support and Guidance though all facets of the Sport of Archery

Objective-Strategic Goal	Actions	Goal
<b>ATHLETES COMMISSION FRAMEWORK</b>  Confirm current or establish a new structure for the Athletes Commission	To determine clear roles and responsibilities of the Athletes Convener on the Board of ArcheryNZ.	To have a clear job description for the Athletes Convener including responsibilities by early 2011.
	To actively encourage districts and clubs to elect athlete representatives.	To have regular meetings with the representatives from the districts discussing the needs of the archers to put to the Board.
	To create a communication network with the district representatives.	Skype meetings to be held every two months minimum.
<b>ATHLETE PATHWAYS</b>  Provide all Archers clear pathways through the ANZ matrix.	To work with the other commissions to form the ArcheryNZ matrix showing clear pathways for Judges and Coaches.	In consultation with the other Conveners and the HPM, have the ArcheryNZ matrix clearly documented and available to the archers by mid 2011.
	To work with the High Performance Program to form the ArcheryNZ matrix showing clear pathways through to the Development Squads, and the High Performance Squad.	
	To make available the relevant SPARC resources to the greater archery community.	
	Encourage all affiliated clubs to adopt FITA's beginners program.	To have all new archers entered into the FITA beginners program.
<b>COMMUNICATION</b>  Dramatically improve communication to all members and clubs of the greater archery community.	To have information for archers regularly updated in the Archer and on the website.	To have all of decisions made by the Board that affects the archers relayed to them as soon as practicable.
	To have regular articles in the Archer and on the website on topics of interest.	To have at least one article in each issue of the Archer, this has come from either the Convener or a District Representatives.



	To encourage the website administrator to look into the possibilities of a forum for all members.	To have an ArcheryNZ based internet forum.
	To openly celebrate the successes of archers.	To have the successes of the archers celebrated on the website, in the Archer, and through other avenues, no matter how big or small.
<b>RAISE PROFILE AND PARTICIPATION LEVELS IN THE SPORT OF ARCHERY</b>  Promoting growth of the sport through the efforts of the greater archery community.	To insist the Board elect a Publicity/Marketing Convener.	To have results from all Major Archery tournaments published in the National and Regional newspapers, along with articles featuring archers and events.
	Initiate discussions with clubs and archery dealers to ascertain needs to raise the levels of participation.	To have clubs and archery dealers working together to provide newcomers to the sport of archery comprehensive and appropriate beginners equipment packages.
	Promote the use of the website for selling and buying second-hand archery equipment.	To encourage current archers to on sell their unused archery equipment to new members of the sport via the ArcheryNZ website.



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## High Performance (HP) program

Vision: A World Beating High Performance Program.

Mission: To create a High Performance environment in which both Athletes and Coaches Excel

<b>Objective-Strategic Goal</b>	<b>Actions</b>	<b>Goal</b>
<b>HIGH PERFORMANCE PROGRAM FRAMEWORK</b>  To restructure and recruit archers and coaches for the High Performance Program 2011	Establish a job description for each position created in the structure, and to determine clear roles and responsibilities.	To have clear roles and responsibilities for all members of the High Performance Program.
	Set scores and criteria for archers to gain membership to the HP Squad, and communicate this to the archers.	To have the new HP Squad named at the beginning of 2011.
	Initiate with the Board the recruitment of additional HP Coaches.	To have a minimum of 2 newly appointed HP Coaches.
<b>ATHLETE DEVELOPMENT</b>  To provide the HP Squad members the tools and resources to compete successfully both at home and internationally at the highest level.	Provide archers access to elite level coaching through the HP Coaches.	To provide elite level coaching to all members of the HP Squad.
	Provide the Squad members access to the latest SPARC and Academy of Sport resources and pathways.	To have the HP Squad members aware of the opportunities available to them through SPARC and the Academy of Sport, namely PEG grants PM Scholarships and other funding.
	Initiate a mentoring program for the HP Squad members.	To create a mentoring program where the Squad members will take responsibility for mentoring up and coming archers.
<b>COACH DEVELOPMENT</b>  To provide the HP Coaches with the tools and resources to be able to fully support and coach archers to compete successfully both at home and internationally.	Provide the HP Coaches the latest coaching material from FITA, SPARC and the Academy of Sport.	To have highly qualified HP Coaches recognised by SPARC and the Academy of Sport.
	To have the HP Coaches working towards a minimum of SPARC's CNZ Level 3 certificates.	To have the position of HP Coach looked on as the pinnacle in coaching for Archery New Zealand.
	Provide regular training courses for the HP Coaches to update and improve coaching techniques and knowledge.	To have HP Coaches accompany ArcheryNZ's international teams in Manager/Coach role.



	To provide the HP Coaches the opportunities to Manage/Coach international teams overseas and to provide the resources to do so.	
	Initiate a mentoring program for the HP Coaches.	
<b>RESOURCES, KNOWLEDGE TRANSFER AND RESULTS</b>  To provide a communication structure for the High Performance Program which will facilitate the Athletes and Coaches to excel on the world stage.	Continue to amass and develop coaching resources, and to make those resources available to the Coaches Commission.	Working with the HP Coaches, and the Coaches Commission to create a library of coaching material.
	Investigate different coaching philosophies and trends, and adapt to suit the ArcheryNZ culture.	Keep up to date with the latest coaching trends worldwide.
	Review the current record keeping process used by the High Performance Program, and investigate the possible use of the ArcheryNZ website to facilitate this process.	Consult with the website administrator about the possibilities of using the ArcheryNZ website for video coaching.
	Create innovative methods of video coaching with the archers.	Using a consultative process, involving the HP Coaches and Squad members to create a more user-friendly record keeping process including training logs.
	Continue to support, encourage and aid the archers to excel on the world stage.	ArcheryNZ archers will continue to produce outstanding results on the world stage with greater frequency.

## Coaches

Vision: To create a World Class Coaching environment

Mission: To ensure all Coaches are welcomed, valued and given the opportunity to develop their coaching to its potential.

<b>Objective-Strategic Goal</b>	<b>Actions</b>	<b>Goal</b>
<b>COMMISSION FRAMEWORK</b>  Confirm current or establish a new structure and roles for the Coaches Commission	Determine with consultation with coaches the appropriate future structure for the Coaches Commission and bring it forward to the Annual General Meeting of the Coaches Commission for approval.	Have new structure and roles in place by April 2011.
	Establish a job description for each position created in the structure, and to determine clear roles and responsibilities of the Board representative.	
	Establish annual outcomes for each position created in the structure.	
<b>COACH EDUCATION FRAMEWORK</b>  Review and renew coach education and resource materials.	Review Instructor Course material and examination and merge with SPARC Getting Started.	Be the only recognized outdoor education instructors course for Archery in NZ, recently signalled by the Government Outdoor Education review.
	Review Level One Coach Pathway material and examination, merge with SPARC Level One and FITA Coach's Entry Level Manual along with compound content.	Coach Level One and Two are synonymous and portable worldwide.
	Review Level Two Coach Pathway material and examination, merge with SPARC Level Two and FITA Coach's Intermediate Level Manual along with compound content.	
	Initiate Level Three Coach Pathway.	Start Level Three program.
<b>COACH DEVELOPMENT PATHWAY</b>  Train and certify Coaches aligns with Athlete pathway to form the Archery Matrix	Develop coaches' certification procedure including code of ethics (SPARC), police vetting and first aid renewable every two years.	Set-up a coach pathway that values the coach and encourages continued education.
	Provide coach workbooks.	



	Provide ongoing training, including two yearly weekend refresher courses.	
	Establish a mentor system – through National and High Performance Coaches.	
	Maintain a register of all coaches.	
	List registered coaches on ArcheryNZ website and in The Archer magazine.	
	Develop a policy and guidelines for payment of coaches.	
COACH RECOGNITION	Regular articles in The Archer.	Fully utilize Coach section in The Archer magazine.
Celebrating and Communicating with Coaches	Use of Website ‘one-stop-shop’ and link to “iSportz”.	Review and revamp the ArcheryNZ website with coach logon facility. Use ISPORTZ facility for wider recognition of archery coaches.
	Publication and regular updating of manuals and materials.	Free manuals for coaches. Manuals revised two yearly.
	Hold regular coaching seminars throughout NZ.	One day sessions with guest speakers.
	Recognition by SPARC.	Values the work coaches do.

## Judges

### Strategic statement

The Judges Commission, like the other Commissions is a vital part of ArcheryNZ. The seven key objectives of the Judges Commission describe broad areas where the role of judges ensures the smooth running of ArcheryNZ in many aspects of its operation. These objectives are to: interpret and enforce rules for the practice of archery in all its forms; assist current judges to remain up to date in all rules; train and examine prospective judges; provide judges for all major tournaments; provide changes to the rules as requested by Archery New Zealand; propose rule and/or constitutional changes as appropriate; and provide other services as agreed by the Commission and the Board of ArcheryNZ. In order to do align these objectives with the Strategic Plan for 2011-16, the strategic objectives of the Judges Commission will be fulfilled through the Commission Operational Plan.

### Operational

<b>Objective-Strategic Goal</b>	<b>Actions</b>	<b>Goal</b>
COMMISSION FRAMEWORK – structure and recruitment of new judges into the Commission	Maintain a national register of Judges comprising at least one FITA approved International Judge or International Judge Candidate, two FITA approved Continental Judges, and twenty National Judges/Judge Candidates.	Continuously
	Provide a minimum of 1 National Judge per 8 target butts at all major tournaments.	Ongoing
	Recruit potential judges from existing archers, club officials and interested parents.	
	Enhancing the reputation of judges by having New Zealand judges judge overseas.	Minimum of three judges judge in Oceania (excluding NZ) over the three years
	Achieving a minimum of 80% satisfaction rating from a voluntary survey of archers and tournament officials.	Continuously
JUDGES DEVELOPMENT - assist current judges remain up to date in all rules and to train and examine prospective judges	Maintain regular newsletters to judges advising of FITA determinations, rule changes and problems encountered.	Continuously
	Maintain the assessment of judges' practical skills through peer assessment at tournaments.	



	Train judge candidates through mentoring, competency evidencing by the use of a Judge Candidate logbook and assessment of theoretical and practical skills.	
	Maintain the assessment of judges' theoretical knowledge through regular assessments.	At least quarterly
	Continue judge revalidation based on the results of the theoretical and practical assessments.	Once every two years
	Up skill judges and judge candidates through seminars.	Every alternate year in a strategic location or locations
MAINTAINING STANDARDS - ensure a consistent acceptable image of judges	Ensure all judges and judge candidates are uniformly attired.	Continuously
	Ensure all judges and judge candidates are provided with the knowledge to perform their duties appropriately.	
	Ensure all judges and judge candidates have acceptable interpersonal skills with archers and tournament organisers as evidenced by achievement of a minimum of 80% in annual satisfaction surveys.	Annually
	Publishing in each edition of The Archer information to assist archers and officials to understand the rules of archery both ArcheryNZ and FITA.	Timed in accordance with The Archer publication
	Provide at least one seminar for directors of shooting to ensure an understanding of procedures and a consistency of standards.	Once every two years
	Ensure through publication that archers representing New Zealand are cognizant with the current FITA rules that will affect them.	Continuously
MONITORING ROLE – provide an impartial view on constitutional matters	Maintain a watching brief over ArcheryNZ Constitution and Rules.	Continuously
	Alert the Board to potential rule change needs or rule clarification(s).	

	Alert the Board to FITA determinations and rule changes.	
	Assist with the writing of rules and the rewriting of the ArcheryNZ Constitution and Rules at the request of ArcheryNZ.	Time and timeframes determined by the Board of ArcheryNZ
COMMUNICATION	Provide to the Board of ArcheryNZ an annual budget to maintain the Commission's ability to operate effectively.	By 30 <sup>th</sup> June annually
	Provide to the Board of ArcheryNZ a report on the effectiveness of the Commission in the previous year.	By 1 <sup>st</sup> November annually
	Communicate with Commission members to ensure Commission is in line with the ArcheryNZ strategic plan.	Annually



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