

Archery New Zealand Strategic Plan 2013 – 2017



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 (Archery NZ).

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. To facilitate this goal the Board organised a seminar for a number of coaches from around the country and brought an experienced coach from Australia to facilitate the process. The Coaches section of the Operational Plans and that of High Performance within the Athletes' Operational Plan will be subject to amendment by the Coaches' Committee in due course.

The Selection Panel has successfully created the criteria for the selection of all New Zealand teams. This consistency of criteria and selection policy has proved to be successful as archers know and understand how the teams/individuals may be selected.

It is important to set out the values of Archery NZ 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 three Commissions and the Coaches' Committee are integral parts of Archery NZ. For archery to progress, each must play its part in supporting its members to achieve their respective ambitions, to increase the size of its membership and thus of Archery NZ, 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 Archery NZ, the manner in which the proposals will be actioned and indicators by which to measure progress. As noted above the Coaches' Committee will amend that section in due course.



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/Committee Operational Plans will be considered by the respective Commission/Committee AGMs.

The Strategic Plan and Commission/Committee Operational Plans, amended where appropriate, will be published on the web site and in the Archer, sent to all clubs, Sport New Zealand 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 (Archery NZ)

Archery NZ 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



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, Sport New Zealand 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. As instructed by the Annual General Meeting 2010, and following further discussion during 2011 the Board conducted an electronic/hard copy ballot on the options for a different structure. Affiliated and non-affiliated archers/officials were able to vote and the results of which are the subject of a separate report.

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

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
<p>PARTICIPATION</p> <p>Encourage more young archers to take part in club and National shoots, and archer pathways.</p>	<p>Make archery more enjoyable, with rewards and acknowledgement of results achieved. Encourage archers into belonging to JAMA</p> <p>Encourage more participation at tournaments, JAMA Coordinators promoting and encourage clubs to have all age groups available at tournaments - more accessible</p> <p>Investigate setting up Junior Oceania championships.</p>	<p>Have clubs establish pathways into club programmes.</p> <p>Publish results and/or achievements in the Archer</p> <p>2012 change age groupings to align with Australia.</p> <p>Establish more International or National Postal tournaments for JAMA</p>
<p>COMMISSION FRAMEWORK</p> <p>Confirm current roles or establish a new direction for the JAMA Commission</p>	<p>Determine through consultation with clubs and JAMA representatives, areas within JAMA that can be restructured or reinforced, to assist juniors to reach their goals.</p>	<p>Encourage feedback from archers as to goals, and resources needed to achieve them.</p>
<p>SUPPORT EDUCATION FRAMEWORK</p> <p>Establish education and resource materials for parents, coaches and support personal of junior archers.</p>	<p>Establish what material would be of use to parents, supporters and clubs, to facilitate the roles they play in junior archery.</p> <p>Canvas clubs for any existing material.</p> <p>Compile parent/supporters handbook.</p>	<p>In draft form January 2012</p> <p>Publish as downloadable document on Archery NZ Website.</p>
<p>ARCHER DEVELOPMENT PATHWAY</p> <p>Develop and promote athlete pathway from Beginner archers to advanced archers. Develop skills; increase knowledge of methods, equipment and psychology.</p> <p>Align with coaches and athletes pathway to form</p>	<p>Review World Archery beginner's manual for suitability of programme.</p> <p>Prepare manual for Compound to run alongside that for Recurve.</p> <p>Provide coach/archer workbooks.</p> <p>Set up National register for achievements.</p> <p>Encourage development and advancement through coaching levels/judging, and Mentoring.</p>	<p>Set-up an archer pathway that encourages participation, and acknowledges the archers achievements. In consultation with Athletes commission. By June 2012</p> <p>Provide manuals for archers and coaches. These are available via JAMA</p>

the Archery Matrix		
PROMOTION OF ARCHERY IN SCHOOLS	Consult with clubs to promote Archery to local schools.	
Establish Archery as a college sport	Encourage clubs to train more club archers as Instructor coaches to facilitate running of "have-a-go sessions".	2012 within districts, especially JAMA coordinators – through coaching commission
	Encourage clubs to apply for grants within their districts for equipment.	Remind clubs annually of Kiwi sport funding deadlines. Other grants through Athletes commission
	Hold regular Archery in schools shoots.	4 shoots per term, clubs/regions to encourage face-to-face shoots. Yearly emails to schools
	Get recognition from College Sport / Sport New Zealand / Kiwisport. Advertise on college website activities with schools or JAMA shoots, advertise results.	2012

Athletes

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

Mission: To provide Support and Guidance to the Athletes through all facets of the Sport of Archery

Objective-Strategic Goal

ATHLETES COMMISSION FRAMEWORK

Confirm current or establish a new structure for the Athletes Commission

Actions

To determine clear roles and responsibilities of the Athletes Convener on the Board of Archery NZ.

To actively encourage districts and clubs to elect athlete representatives.

To actively encourage the Auckland Clubs to re-establish an Auckland District Archery Community.

To create a communication network with the district representatives.

Goal

To update the job description for the Athletes Convener including responsibilities by early 2013. Needs to be reviewed and/or updated annually.

To create better two-way communication between the archery community and ANZ. To encourage archers to have established Archery Districts throughout New Zealand.

To have regular meetings in person, on the phone or via the internet with the representatives from the districts discussing the needs of the archers to put to the Board every two months minimum.

In consultation with the other Conveners have the ANZ matrix clearly documented and available to the archers by end of 2013. Needs to be reviewed and/or updated annually.

ATHLETE PATHWAYS

Provide all Archers clear pathways through the ANZ matrix.

To work with the other commissions to form the Archery NZ matrix showing clear pathways for Athletes.

To make available the relevant Sport New Zealand & Drug Free Sport NZ resources to the greater archery community.

Encourage all affiliated clubs to adopt the World Archery beginners program.

To have all new archers entered into the World Archery beginners program.

COMMUNICATION

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 Archery NZ website.

To have regular articles in the Archer and on the Archery NZ website on topics of interest.

To ensure decisions made by the Board that affect the archers are relayed to them as soon as practicable.

To have at least one article in each issue of the Archer, this has come from either the

RAISE PROFILE AND PARTICIPATION LEVELS IN THE SPORT OF ARCHERY

Promoting growth of the sport through the efforts of the greater archery community.

To appoint 3 (1 being of a different sex to the other 2) moderators for the Archer Forum on the Archery NZ Website – they must be non-board members.

To openly celebrate the successes of archers.

To scrutinize photo's published in the Archer and on the Archery NZ website to ensure permission from the subject and photographer has been obtained.

To insist the Board elect a Publicity/Marketing Convener.

Initiate discussions with clubs and archery dealers to ascertain needs to raise the levels of participation.

Promote the use of the website for selling and buying second-hand archery equipment.

Convener or a District Representative.

To have an Archery New Zealand internet forum open to ANZ Members to discuss aspects of archery by the end of 2012.

To have the successes of the archers celebrated on the website, in the Archer, and through other avenues, no matter how big or small.

To protect people's privacy and ensure photographers are credited with published images.

To have results from all Major Archery tournaments published in the National and Regional newspapers, along with articles featuring archers and events.

To have clubs and archery dealers working together to provide newcomers to the sport of archery comprehensive and appropriate beginners equipment packages.

To encourage current archers to on sell their unused archery equipment to new members of the sport via the Archery NZ website.

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

Objective-Strategic Goal	Actions	Goal
HIGH PERFORMANCE PROGRAM FRAMEWORK To restructure and recruit archers and coaches for the High Performance Program 2012	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 2012.
	Initiate with the Board the recruitment of additional HP Coaches.	To have a minimum of 2 newly appointed HP Coaches.
ATHLETE DEVELOPMENT 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 Sport New Zealand and Academy of Sport resources and pathways.	To have the HP Squad members aware of the opportunities available to them through Sport New Zealand 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.
COACH DEVELOPMENT 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 World Archery, Sport New Zealand and the Academy of Sport.	To have highly qualified HP Coaches recognised by Sport New Zealand and the Academy of Sport.
	To have the HP Coaches working towards a minimum of Sport New Zealand'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 Archery NZ'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.	
<p>RESOURCES, KNOWLEDGE TRANSFER AND RESULTS</p> <p>To provide a communication structure for the High Performance Program which will facilitate the Athletes and Coaches to excel on the world stage.</p>	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 Archery NZ 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 Archery NZ website to facilitate this process.	Consult with the website administrator about the possibilities of using the Archery NZ 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.	Archery NZ 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.

Objective-Strategic Goal	Actions	Goal
COMMISSION FRAMEWORK 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 2012.
	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.	
COACH EDUCATION FRAMEWORK Review and renew coach education and resource materials.	Review Instructor Course material and examination and merge with Sport New Zealand 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 Sport New Zealand Level One and World Archery 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 Sport New Zealand Level Two and World Archery Coach's Intermediate Level Manual along with compound content.	
	Initiate Level Three Coach Pathway.	Start Level Three program.
COACH DEVELOPMENT PATHWAY Train and certify Coaches aligns with Athlete pathway to form the Archery Matrix	Develop coaches' certification procedure including code of ethics (Sport New Zealand), 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 Archery NZ 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 Archery NZ 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 Sport New Zealand.	Values the work coaches do.

Judges

Strategic statement

The Judges Commission, like the other Commissions is a vital part of Archery NZ. The seven key objectives of the Judges Commission describe broad areas where the role of judges ensures the smooth running of Archery NZ 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 Archery NZ. In order to ~~de~~align these objectives with the Strategic Plan for 2012-17, the strategic objectives of the Judges Commission will be fulfilled through the Commission Operational Plan.

Operational

Objective-Strategic Goal	Actions	Goal
COMMISSION FRAMEWORK – structure and recruitment of new judges into the Commission	Maintain a national register of a minimum of 20 Judges and Judge Candidates, of which at least 1 will be a World Archery approved International Judge or International Judge Candidate and 2 will be World Archery approved Continental Judges.	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 World Archery 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, and on attendance at a Judges' seminar held every alternate year.	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. That the clothing reflects both the rebranding of Archery NZ and the NZ climatic conditions.	Continuously
	Ensure all judges and judge candidates are provided with the knowledge to perform their duties appropriately through Judge newsletters or email information.	
	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 Archery NZ and World Archery.	Timed in accordance with The Archer publication
	Provide assignments to Judges and Judge Candidates quarterly and conduct a seminar for Judges and Judge Candidates every alternate year.	On going
	Revalidate Judges every alternate year with revalidation dependent on attending 1 seminar every 3 years and demonstrating competency through the written assignments.	Once every two years
	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	Continuously

	World Archery rules that will affect them.	
MONITORING ROLE – provide an impartial view on constitutional matters	Maintain a watching brief over Archery NZ Constitution and Rules.	Continuously
	Alert the Board to potential rule change needs or rule clarification(s).	
	Alert the Board to World Archery determinations and rule changes.	
	Assist with the writing of rules and the rewriting of the Archery NZ Constitution and Rules at the request of Archery NZ.	Time and timeframes determined by the Board of Archery NZ
COMMUNICATION	Provide to the Board of Archery NZ an annual budget to maintain the Commission’s ability to operate effectively.	By 30 th June annually
	Provide to the Board of Archery NZ a report on the effectiveness of the Commission in the previous year.	By 1 st December annually
	Communicate with Commission members to ensure Commission is in line with the Archery NZ strategic plan.	Annually