

Archery NZ Strategic Plan 2015 - 2020

Our Vision

Archery is recognised as an important sport within New Zealand with the Archer at the core of everything we do.

Our Mission

To enable and celebrate a community of people of all ages and abilities who participate in Archery.

Our Values

- **Excellence in all things**
- **Inclusion, participation and recognition at all levels**
- **Sportsmanship, fair play and integrity**
- **Encouragement**
- **Enjoyment**

Message from the Board

This strategic plan will be used to provide a focus for the Association's activities and to lead us into the future. It identifies key objectives that will support our organisation's goals and develop our sport towards our vision.

The KPI's within the plan will be reviewed and reported regularly so that all members and stakeholders can see how the organisation is performing and have a sense of ownership. The board sees this as a living and evolving document that can be modified and changed to ensure we maximise return on our limited resources.

Executive Summary

This strategic plan identifies eight key objectives we need to concentrate on to ensure we achieve our vision. Each of the objectives has key performance indicators (KPI's) that will be evaluated and monitored to confirm we are focusing on, and achieving the right things. Each of the objectives is further broken down into a series of specific activities that support each of the goals. Each of the activities identifies a person or group responsible, a time frame and an allocation of resources at our disposal.

The 8 organisational goals are:

- Provide quality services and benefits
- Grow membership
- Develop and support our athletes to their fullest potential
- Maintain financial viability
- Maintain and support our officials and volunteers
- Improve operational efficiency
- Provide high quality governance and structure
- Promote and improve the perception of archery as a great sport

This plan forms the reference document for everything we do and provides the focus for an operational plan to be used for budgeting and resource allocation.

Historical perspective

Archery NZ is the recognised National Sporting Organisation for Archery in New Zealand. We are aligned with Sport NZ, the New Zealand Olympic Committee and World Archery and we support their goals and objectives. We have important relationships with Archery Australia, Oceania Archery and the New Zealand Field Archery Association. Archery is a core sport at the Olympics. We have had medal success at world championship events and archers attend the Commonwealth and Olympic games.

Existing core programmes and activities:

- **Governance and financial management of the Association**
- **National Outdoor and Indoor Tournaments and provision of equipment to run these**
- **Archery NZ Postal League and other postal tournaments**
- **Provision of judges, judge training and tournament registration systems**
- **Coaching systems, accreditation and coach and athlete development**
- **JAMA section supporting junior archery (including Archery in Schools)**
- **Web site, Archer magazine and Facebook promotion and communication channels**

- **Membership Registrations**
- **Athlete recognition through records, awards, medals and trophies**
- **International representative teams and selection processes**
- **Representation to World Archery, Oceania Archery Federation, NZ Olympic Committee, SportNZ and other key organisations.**

Strategic Goals with Key Performance Indicators

Goal 1 Provide Quality Services and Benefits

To improve and maintain member satisfaction (KPI measured by membership growth and member retention ratio and member feedback score).

Goal 2 Grow Membership

Increase affiliated membership to 1000 by 2020

(KPI = annual member affiliations summary, annual membership growth)

Goal 3 Develop our athletes

Send a full team of 3 male / 3 female recurve and compound archers to World Championship event by 2020. Have archers finishing in top 16 on the world stage. Have 2 Olympic representatives in the top 16 by 2020.

(KPI = Top three male / female tournament scores average, number of 'elite' level archers at 1200+ recurve scores, 1325 compound scores or equivalent 72 arrow round scores from Archery NZ Scores database)

Goal 4 Maintain financial viability

Maintain reserves at 2 years operating costs (i.e. current level).

Goal 5 Maintain and support our official volunteers (maintain number of elected/appointed volunteers roles at 17 % of membership i.e. Board / Officer = 3 %, Judges = 4 %, coaches = 10 %)

(A volunteer is defined as a Board member, officer, judge or coach)

Goal 6 Improve operational efficiency

Maintain and improve organisational efficiency to effectively carry out operational activities. (Number of non-completion on actions planned, lower is better)

Goal 7 Provide a high quality governance and structure

Meet our obligations under New Zealand law and Incorporated Societies Act. Review and present options for a more efficient and effective structure by June 2016, for presentation to the 2017 AGM (at latest).

(KPI is regular reporting review, against objectives of that review. Working structure implemented by 2020 and Feedback score on Governance)

Goal 8 Promote and improve the perception of archery as a great sport

Maintain and improve the profile of archery in the media

(KPI's are web site hits/page views, number of media articles, Archer magazine subscriptions, sponsorship deals/value, and member feedback score)

Key new activities arising from the strategic plan

In addition to our existing core activities there are a number of key new actions that need to be implemented:

- Implementation of a system for members to provide feedback on how the organisation is performing and how we might improve.
- Implementation of a score card for monitoring and tracking performance against our strategic goals and an annual review and reporting process to improve and modify our operational plan.
- Implementation and development of a high performance athlete programme. This is a key element towards accessing High Performance SportNZ funding opportunities to support our top performing athletes.
- A sub-committee review of the Archery NZ Governance and Structure model to look at how to increase the involvement clubs and districts within our structure.
- Implementation of match fixing policy and constitutional changes to meet obligations under NZ legislation and to meet SportNZ requirements to secure ongoing funding.
- Review of a health and safety policy and procedures to meet forthcoming legislation for clubs and societies.

Implementation:

Prepare and present at the 2015 AGM for approval and adoption.

Review and Improvement

- KPI's reporting and review at every Board meeting. February 2015 produces base level report for all 'goal' KPI's.
- Score Card Report to the AGM every year on the previous year's performance.

Annual review / modification at the September Board meeting to monitor progress, evaluate the effectiveness of each of the actions. Identify bottlenecks and barriers to success. Modify or improve the plan as required to align the organisation to our goals for the following year.