

Strategic Plan 2026-2028



Vision

Foster involvement in archery, with the objective of becoming a popular, mainstream sport in New Zealand, with participation at all levels and growing international success.

Mission

To lead, support and develop archery in New Zealand by providing strong governance, sustainable systems, meaningful member engagement, and accessible pathways that enable people of all ages and abilities to participate and succeed.

Values

- Integrity
- Collaboration
- Respect
- Inclusiveness
- Excellence

Strategic Context

Archery New Zealand enters this strategic period from a position of stability and opportunity.

Membership has grown to more than 1,700 members nationwide, national events continue to experience increasing participation, and university archery programmes have established strong foundations for future growth. At the same time, the organisation faces challenges common to many sporting organisations, including volunteer capacity, succession planning, member retention, data quality, and financial sustainability.

The strategic priorities outlined in this plan focus on strengthening the foundations of the sport while expanding participation opportunities, supporting clubs, improving engagement, and ensuring Archery New Zealand remains sustainable and responsive to its members.

Strategic Review and Organisational Assessment

In early 2026, Archery New Zealand undertook a strategic review involving Board members, committee chairs, and key stakeholders from across the organisation. The review examined the effectiveness of the existing strategic goals, assessed current

organisational performance, and considered the challenges and opportunities likely to influence the sport over the coming years.

The review identified a number of significant strengths. Membership has continued to grow, participation at national events has increased, tertiary archery programmes are well established, and para-archery has made substantial progress through the creation of a dedicated committee and the successful development of classification pathways. Increased use of committees has broadened participation in decision-making and improved organisational transparency, while the Athlete Council continues to provide valuable input into athlete experiences and development.

The review also highlighted several areas requiring focused attention. While participation opportunities continue to expand, pathways between schools, tertiary institutions, clubs, and performance programmes are not yet consistently understood or communicated. Member engagement remains difficult to measure, and communication processes are often reactive rather than proactive. The organisation also faces challenges relating to volunteer capacity, succession planning, governance and operational role clarity, and reliance on a small number of individuals for critical functions.

A recurring theme throughout the review was the need for improved data and organisational insight. Current membership and participation information does not consistently provide the demographic, engagement, and retention data required to support strategic decision-making, external reporting, and funding applications. Improving the quality and accessibility of data was identified as a critical enabler of future growth and sustainability.

The review further confirmed that Archery New Zealand's long-term success will depend on strengthening community participation, improving communication and member connection, supporting clubs, building organisational capability, and ensuring financial and operational sustainability. These themes have directly informed the strategic priorities contained within this plan and provide the foundation for Archery New Zealand's continued development.

Strategic Pillar 1

Community Growth and Participation

Strategic Objective

Expand participation opportunities and strengthen pathways into archery through schools, tertiary institutions, para archery, and community programmes.

Strategic Opportunity

Growing participation increases membership, strengthens club sustainability, improves diversity, and raises the profile of archery nationally.

Success Measures

- Membership exceeds 2,100 members by end of membership year 2028.
- Annual membership growth averages 3%.
- Para archery participation increases by 50%.
- Establishment of recognised school participation pathways nationally by end of membership year 2028.

Strategic Initiatives

Schools Development

- Expand the National Archery in Schools Programme.
- Develop clear transition pathways from schools into clubs.
- Establish regional school competitions.
- Create a national schools recognition programme and annual trophy.

Tertiary Development

- Continue supporting the National Tertiary League.
- Strengthen links between university clubs and local clubs.
- Improve transition from tertiary participation into long-term membership.

Para Archery

- Increase accessibility and awareness of para archery opportunities.
- Support clubs to develop inclusive participation environments.
- Promote integration of para archers within mainstream competition structures.

Strategic Pillar 2

Member Engagement and Connected Communities

Strategic Objective

Create a culture where members feel informed, valued, connected, and able to contribute to the future direction of archery.

Strategic Opportunity

Improved communication and engagement strengthens retention, trust, volunteer participation, and advocacy.

Success Measures

- Improved member satisfaction survey results by 10%.
- Improved member trust and engagement scores by 10%.

- Increased participation in consultations and surveys by 10%.
- Increased volunteer involvement by 10%.
- Grow the number of renewing members by 5%.

Strategic Initiatives

Communication Excellence

- Deliver regular and transparent communication.
- Improve visibility of Board decisions and organisational priorities.
- Strengthen feedback channels.

Member Voice

- Establish regular opportunities for member consultation.
- Increase athlete, coach, judge and volunteer feedback opportunities.
- Ensure member feedback informs decision-making.

Community Recognition

- Expand recognition of volunteers, officials, athletes and clubs.
- Celebrate success stories across all levels of participation.

Strategic Pillar 3

Club Capability and Development

Strategic Objective

Strengthen clubs as the foundation of archery participation by improving capability, collaboration, and knowledge sharing.

Strategic Opportunity

Stronger clubs create stronger member experiences and improve long-term retention.

Success Measures

- Achieve at least 80% satisfaction among affiliated clubs with the support, communication and resources provided by Archery NZ, measured through an annual club survey, by end of membership year 2028.
- Have at least 70% of affiliated clubs participate in one or more Archery NZ club development initiatives during the year, by end of membership year 2028.
- Participation from at least 50% of clubs in the Clubs Council by end of membership year 2028.

- Increase by 10% the number of clubs meeting agreed sustainability indicators, including membership renewals, volunteer capacity, governance and financial management, by end of membership year 2028 compared with the 2026/27 baseline.

Strategic Initiatives

Clubs Council

- Establish a national Clubs Council.
- Create a regular forum for club collaboration and discussion.
- Improve communication between clubs and Archery NZ.

Knowledge Sharing

- Develop resources and templates for clubs.
- Share successful club development initiatives nationally.
- Promote mentoring relationships between clubs.

Club Support

- Improve access to governance, operational and event management resources.
- Support clubs in volunteer recruitment and retention.

Strategic Pillar 4

Organisational Capability and Governance

Strategic Objective

Ensure Archery New Zealand operates effectively, transparently, and sustainably through strong governance, capable leadership, and effective succession planning.

Strategic Opportunity

Strong governance provides stability, confidence, and continuity for the organisation.

Success Measures

- Succession plans established for key governance and operational positions by end of membership year 2026.
- Achieve an annual “fit for purpose” assessment of committee tools, subcommittee structures and operating policies, with identified improvements implemented within 12 months, by end of membership year 2028

- Board Director Programme fully implemented by end of membership year 2026.
- Governance reviews completed annually.
- Define what ANZ's diversity and representation goals are by end of membership year 2026. Implement annual review and actions to address gaps.

Strategic Initiatives

Leadership Development

- Continue implementation of the Board Director Programme.
- Develop future leaders across the organisation.
- Encourage participation in governance development opportunities.

Succession Planning

- Identify and develop future Board, committee and operational leaders.
- Reduce organisational reliance on key individuals.

Governance Excellence

- Maintain contemporary governance policies and practices.
- Promote transparency and accountability.
- Strengthen reporting and organisational oversight.

Strategic Pillar 5

Financial Sustainability and Resources

Strategic Objective

Build financial resilience through diversified revenue, responsible financial management, and long-term sustainability.

Strategic Opportunity

Financial sustainability enables investment in participation, governance, and member services.

Success Measures

- Increase sponsorship revenue by 10% compared with 2025/2026 baseline by 2026/2027.
- Increased non-membership revenue by 5% compared with 2025/2026 baseline by 2026/2027.

- Growth in organisational reserves to a minimum of 6 months operating expenditure by 2027/2028.
- Ensure no single external funding source accounts for more than 25% of total annual revenue, by 2026/2027 .

Strategic Initiatives

Sponsorship Development

- Develop a national sponsorship strategy.
- Improve sponsor engagement and retention.
- Create sponsorship opportunities linked to major programmes and events.

Revenue Diversification

- Explore new funding opportunities.
- Increase grant funding success rates.
- Investigate commercial opportunities that align with organisational values.

Financial Stewardship

- Build financial reserves.
- Maintain prudent budgeting practices.
- Improve long-term financial planning.

Strategic Pillar 6

Operational Excellence and Digital Transformation

Strategic Objective

Develop efficient systems, reliable data, and modern digital tools that improve service delivery and decision-making.

Strategic Opportunity

Improved systems reduce volunteer workload, strengthen reporting capability, and support growth.

Success Measures

- Reduce incomplete or missing member demographic records by 30% compared with the 2025/26 baseline by end of membership year 2027.
- Reduce the average time taken to process new or renewed memberships to five working days or less, by end of membership year 2027

- Implement at least five improvements to administrative processes that reduce duplication, manual work or volunteer workload, by end of membership year 2027.
- Implement standardised participation, membership and organisational reporting that supports timely and accurate reporting to Sport NZ, World Archery and the Board, by end of membership year 2027.

Strategic Initiatives

Data Quality

- Improve collection of demographic information.
- Establish reliable participation reporting.
- Improve data governance and reporting standards.

Digital Services

- Increase digital self-service options for members.
- Improve online resources and information access.
- Streamline administrative processes.

Workforce Development

- Establish and support the Operations Manager role.
- Build volunteer capability.
- Progressively increase organisational capacity as resources allow.

Key Strategic Outcomes

By the conclusion of this strategic period, Archery New Zealand aims to achieve:

- More than 2,100 members nationwide.
- Strong and sustainable club networks throughout New Zealand.
- A doubling of para archery participation.
- Clear participation pathways from schools and tertiary institutions into clubs.
- Higher member satisfaction, trust and engagement.
- Improved governance capability and succession readiness.
- A stable workforce supported by volunteers and professional operational leadership.
- Strong financial reserves and diversified revenue streams.
- Reliable membership and participation data that supports decision-making and external reporting.
- A sustainable platform that enables continued international success through High Performance programmes.