



Strategic Plan 2025-2028

Endorsed by Athletics Wellington Board 22 September 2025

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Background

The Athletics Wellington Board has been focused on drafting the next Strategic Plan for the Wellington Centre for 2025-2028.

To develop the initial draft of the Strategic Goals, we have reflected on the 2022-25 Strategic Plan and have taken inspiration from Athletics New Zealand, Sport New Zealand, and other Centres and while the Wellington Centre is performing well we know there are areas where we can continue to improve.

In this strategy we are doubling down on our commitment to Inclusiveness and Community by recognising the importance of improving retention of rangatahi, ensuring opportunities are inclusive for all abilities and ages and that community engagement opportunities are clearly available.

The following slides cover our refreshed **Mission** to keep us focused on our purpose and guide our planning and our updated **Values** which are the principles that will apply to all our activities.

The final slide provides you with our revised set of **Strategic Goals** which will align our activities and support us to achieve our mission.

In conjunction with the new Strategic Goals for 2025-28, we will maintain our day-to-day focus on the following priorities as a Centre:

- *Effectively supporting clubs* to deliver athletics programmes, activities, competitions and events in the Greater Wellington Region; and
- *Effectively supporting athletics participants* of all levels, including athletes of all abilities and ages, coaches, officials and volunteers; and
- *Ensuring we have the people, processes and systems* in place to deliver on our strategic goals and priorities.

Consultation

To refine the Strategic Goals the AW Board sought feedback from the Athletics Wellington community and shared this document with athletes, clubs, coaches, officials, and other stakeholders and partners via email and social media, noting the ability to email groups was limited due to data availability and technology limitations.

Feedback received via google forms has been incorporated or retained to inform future work.

Next Steps

AW Board will review the finalised Strategic Plan for formal endorsement at the board meeting on 22nd September 2025.

Indicative timeline

June



Initial drafting by board and socializing with Athletics New Zealand, and other stakeholders.

July



Feedback sought from wider community.

August



Incorporation of community feedback

September



Adoption of finalised Strategic Plan

To inspire a lifelong love of athletics by providing inclusive opportunities for participation, development and community engagement that cater for all backgrounds, abilities and ages across the Greater Wellington region.



Community and Inclusiveness

We are committed to a culture of collaboration, teamwork, inclusivity, and valuing all participants in our sport, regardless of their abilities, age or background.



Integrity

We will maintain the highest levels of integrity by being open and transparent in all our activities.



Respect

We will treat everyone with dignity, regardless of role, background, or opinion, and value their contributions, perspectives, and feelings.



Innovate

We will strive to adapt, improve and grow by encouraging original and new perspectives and ideas that enable our sport to thrive.



Excellence

We will set the bar high and push to exceed it, by taking pride in our mahi and striving to continuously improve in everything we do for the benefit of our sport.

1	INCLUSIVE GROWTH & PARTICIPATION	<ul style="list-style-type: none"> Expand access to athletics through flexible membership and participation models. Use data and technology to support engagement and retention of members, especially rangatahi. Promote athletics as a fun, social, and healthy lifestyle choice for all backgrounds, all abilities and all ages. 	<ul style="list-style-type: none"> Year on year increase of new members and members retained year on year. Year on year increase of new 20-23 age group members and increase of 20-23 age group members retained year on year. Year on year increase of new rangatahi members and increase of rangatahi retained year on year and as they transition from Juniors to Seniors. Implement new technology platforms to improve data and ability to engage effectively with the Wellingtons Centers athletics community including surveying, communications and engagement tracking.
2	INNOVATIVE & IMPACTFUL EVENT EXPERIENCES	<ul style="list-style-type: none"> Design and deliver engaging, inclusive, and modern athletic events that reduce barriers and cater for all backgrounds, all abilities and all ages. Continuously improve the participant and spectator experience. Embrace innovation and experimentation in event formats and delivery. 	<ul style="list-style-type: none"> Increased net promoter scores/satisfaction measures for improved and innovative programmes, targeted at athletes of all abilities and ages, officials, volunteers and spectators at activities, competitions and events. Year on year increased participation of athletes of all backgrounds, abilities and all ages, officials and volunteers, and increased spectators across programmes, activities, competitions and events.
3	STRONG, SUSTAINABLE ORGANISATION	<ul style="list-style-type: none"> Build and maintain a financially resilient and efficiently operated organisation. Create diversified and stable revenue streams to manage the cost of participation and reduce the reliance on grant revenues. Strengthen systems, processes, and environmental practices to support growth. 	<ul style="list-style-type: none"> Increase in net overall revenue year on year. Decrease in the proportion of athlete participation revenues in relation to overall revenues year on year. Increased sub-committee and centre-wide fiscal planning and reporting, including operational spend and major/long-term spend and investment in equipment and infrastructure.
4	EMPOWERED PEOPLE & DEVELOPMENT PATHWAYS	<ul style="list-style-type: none"> Provide clear, supported development pathways for athletes of all backgrounds, all abilities and all ages, coaches, clubs, and officials. Grow the capability and capacity of our people through training and support. Embed cultural and diversity awareness, wellbeing, welfare, and leadership development into our culture. 	<ul style="list-style-type: none"> Increased awareness of, access to and delivery of training opportunities and development pathways for athletes of all backgrounds, all abilities and all ages, coaches, clubs, officials and volunteers, including in collaboration and partnership with other stakeholders/organisations/groups (ANZ, Nuku Ora, iwi and tangata whenua etc). Increase in number of qualified coaches and officials year on year, in all qualification levels. Increased focus on health and safety and welfare of our athletes, officials, volunteer and spectators at our programmes, activities, competitions and events.
5	CONNECTED COMMUNITY & STRATEGIC RELATIONSHIPS	<ul style="list-style-type: none"> Foster a culture of collaboration and volunteerism across our community. Build and manage strong stakeholder relationships to grow our sport and its impact. Enhance visibility and reputation to unlock new opportunities and partnerships. 	<ul style="list-style-type: none"> Implement regular and effective internal communication and collaboration with and between clubs, sub-committees, paid employees, paid & volunteer leads & support personnel, the Board, and other internal stakeholders. Implement effective Stakeholder management plan including external communication and collaboration with all Councils across the region, Nuku Ora, iwi and tangata whenua, existing and potential commercial partners, Athletics New Zealand, other Centers and other stakeholders.

