

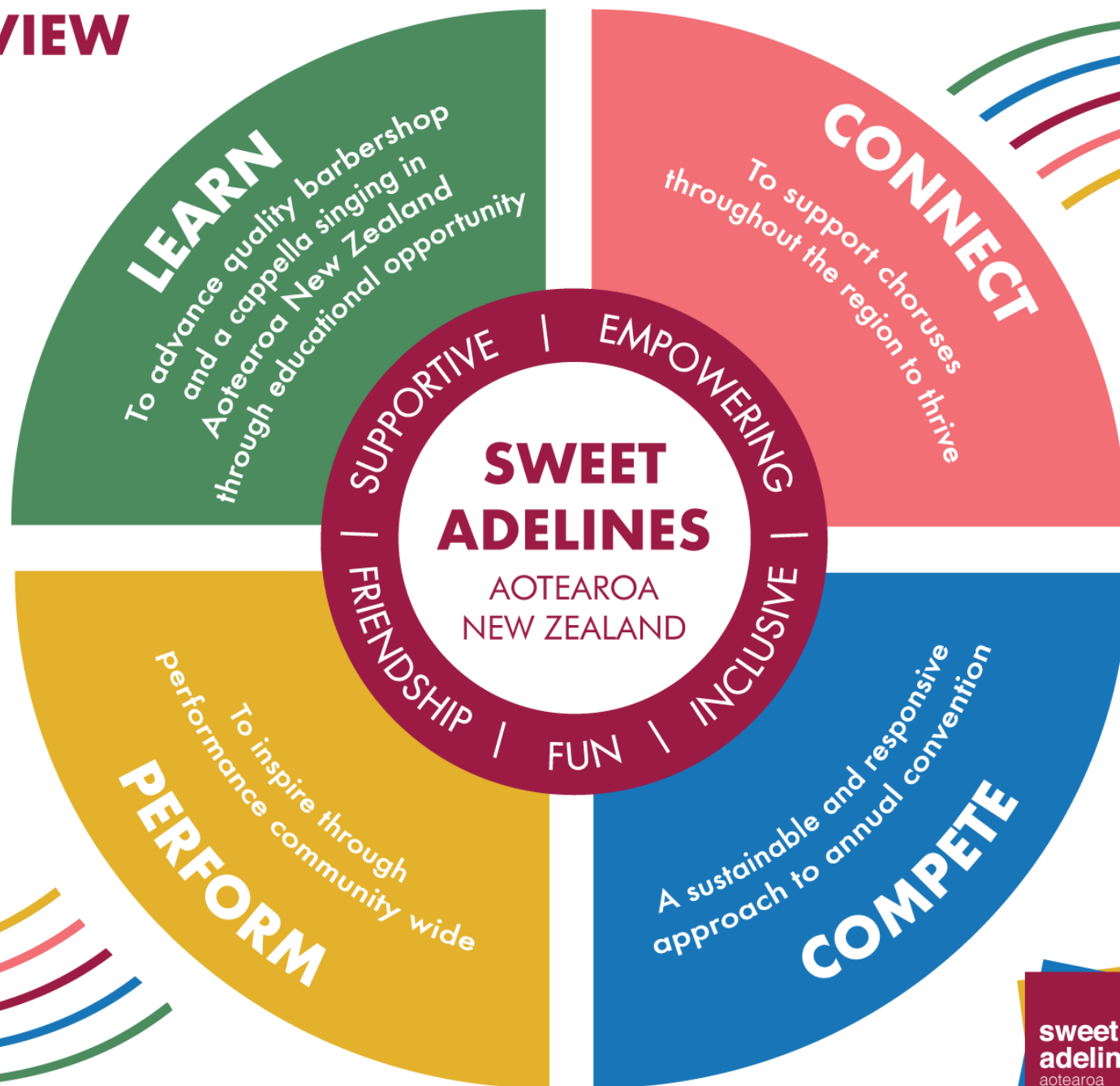
STRATEGIC OVERVIEW 2025 - 2029

VISION

A thriving, leading, women's* a cappella and barbershop singing organisation in Aotearoa New Zealand, inspiring and enriching lives through the power of song.

MISSION

To create an environment where musical education, performance and competition thrive in a welcoming and vibrant community.



*including transgender women and non-binary people assigned female at birth



STRATEGIC GOAL **LEARN**

Provide a variety of accessible education opportunities for our members to enhance knowledge of barbershop and a cappella musical and performance skills.

STRATEGIC GOAL **CONNECT**

Create a supported and connected community that values engagement within and beyond our organisation to build awareness and sustainability.

STRATEGIC GOAL **PERFORM**

Share and showcase a cappella and barbershop singing with audiences across Aotearoa.

STRATEGIC GOAL **COMPETE**

Ensure the sustainability of annual competition opportunities through capacity building and innovation.

ANNUAL PLAN

	GOAL	ACTION	RESPONSIBILITY	TIMEFRAME	OUTCOME	EVALUATION - JUNE/OCT 2025/February 2026
1	<p>LEARN</p> <p>Offer a diverse range of valuable, accessible, and engaging educational opportunities that enrich members' barbershop knowledge, enhance musical and performance skills, and support chorus management and leadership development.</p>	<p>Prioritise educational opportunities that encourage participation and engagement from all choruses particularly small and mid-sized choruses</p>	<p>Education/RMT</p>	<p>2025-2026</p>	<p>High levels of engagement in educational events</p>	<p>Event satisfaction surveys</p> <p>Feedback from coaches and workshop facilitators</p> <p>Annual Regional Review (ARE) results are trending positively</p> <p>Annual RMT reports - refer to 2025 RAMM reports</p> <p>Music in the Morning education at Convention</p> <p>Judge led education at Convention</p> <p>Positive feedback received from members - formal via survey & anecdotes</p> <p>Chorus visits x 4 - focus on coaching/management tools</p> <p>Comprehensive education programme in place for 2025 - positive registration numbers. Widely advertised in email, social media (increasing engagement) and other regional comms</p> <p>Notes from the Judging Panel offer insights for future education opportunities</p>

						<p>Ryan Heller visiting coach Workshop: coach's internal travel paid for by SANZ</p> <p>Leaders workshop well attended with positive feedback. Theory and DCP workshop under way using Faculty</p> <p>Education planned to 2028 and range of online and in person opportunities (see plan)</p> <p>Faculty meeting to determine plans and next steps</p> <p>Increase in Education Scholarship to \$5,000 and to be readvertised.</p>
		Publish the education plan calendar (18 months to 2 years in advance)	Events (in conjunction with education and marketing)/RMT	March 2025 -2028	Calendar is available so members can make plans	<p>Survey timing and locations</p> <p>Education plans in place to February 2026 - 2028</p>
		Meet the needs of all members in at least one opportunity per year (general membership, directors, musical and visual leaders, chorus leadership development)	Events (in conjunction with education and marketing)/RMT	March 2025 -2028	All members have the opportunity to attend at least one regional education event relevant to their needs annually	<p>Satisfaction surveys</p> <p>Music leaders' workshop Oct</p> <p>Coach in residence July</p> <p>Coaching under glass at Convention 2025</p> <p>Accessibility to education via Zoom</p> <p>Leadership series (Thriving Together) jointly with Region 34</p> <p>Music Theory workshop June and Feb 2026</p> <p>DCP zoom Feb 2026</p> <p>Coach in residence Aug 2026</p>
		Build membership capacity to organise annual convention	RMT/Steering committee	2025 ongoing	Members are willing to get involved in running	Survey post -convention

					<p>convention and feel well-supported</p> <p>Inviting next CRC to attend current year planning meetings for learning opportunities Stephanie Greaney attended 2025 meetings to prep for 2026. Team built. Shelley B providing RMT oversight & support</p> <p>Need to confirm 2027 & 2028 location (Hamilton & Sth Island). Still to be confirmed Still pending (Feb 2026)</p> <p>Exploring possible joint convention with Region 34 in Brisbane 2028 Joint Convention would still require support from Region 34 Ongoing communication between TC's from both regions. Joint convention not being considered however there is interest in forming a working group to build closer working relationships with Region 34.</p>
	Expand SANZ Faculty and ensure the talents of these talented people are utilised	Education/Directors coordinator/RMT	April 2025 ongoing	SANZ has a range of talented faculty who are utilised by the region's choruses	<p>Survey feedback</p> <p>Two applications for faculty to be reviewed (Shelley Bascand & Jo Maxwell). Appointed to Faculty August.</p> <p>Faculty-led music leaders workshop October</p> <p>Hooked on Harmony prize is Faculty member coaching</p>

						Refining opportunities for Faculty to engage. Marketing health checks, SANZ Feb Open month
		Take a proactive approach to building relationships with SAI community, particularly Australia Region 34 for synergies, shared educational opportunities networking	Team Coordinator/Education /RMT	2025 ongoing	SANZ has a strong and positive relationship with Region 34. Key connections are made and established	<p>Collaborations/communications/SAI Zoom meetings attended</p> <p>TC collab - sharing experience, education Management 101 & Leadership Series, possible shared convention. Continued to attend this series: (attendance numbers to be reported back).</p> <p>TC building relationship with RLC Sharon Cartwright. Joint TC/FC meeting for non-US regions</p> <p>Non-US region Leadership Summit with SAI - July</p> <p>Marketing coordinator - Karen Phillips, meeting/networking, sharing experience,</p> <p>Education Coordinators - Bec Hewitt, in contact for ongoing sharing info . Joint Leadership workshop series brokered through Bec.</p> <p>Global chat groups on Facebook managed by Headquarters Bec Hewitt coaching in NZ in August 2026. Ongoing dialogue with Region 34</p>

2	<p>CONNECT</p> <p>Create a supportive and connected community that values and encourages engagement within and beyond our organisation, strengthening awareness and ensuring long-term sustainability.</p>	<p>Develop a quarterly social media marketing plan to celebrate and publicise key events relevant to SANZ choruses</p>	<p>Marketing Coordinator/RMT</p>	<p>2025 -2026 ongoing</p>	<p>There is an increasing level of awareness of Sweet Adelines. Membership is stable</p>	<p>Social media statistics Chorus satisfaction surveys Annual RMT reports</p> <p>Social media plan in place and being actioned with positive/increasing engagement and responses</p> <p>One Resource role to confirm appointment Other to follow up</p> <p>Hooked on Harmony competition is getting lots of engagement to date - plan to repeat next year</p> <p>Ramped up social media engagement with members (FB followers 3,182, views up 405% Sept, 2,600 interactions, IG 1,058 followers, 7.2K) - RMT series, marketing for leadership series</p> <p>SANZ Feb Open month – extensive marketing support for choruses. Sponsored ads – high levels of public engagement – data to come (Feb 2 2026)</p>
		<p>Investigate marketing and sponsorship opportunities to raise awareness of SANZ choruses beyond our current community</p>	<p>Marketing, TC/RMT</p>	<p>June 2025 ongoing</p>	<p>We have identified ways to reach potential members beyond our community</p>	<p>Membership/retention increases (Membership statistics)</p>

						<p>Looking at other options - current suggestion Meet Up cost prohibitive Focus now moved to sponsored ads</p> <p>Awaiting response from go-giggle - Decision made not to proceed</p> <p>Vocal Zone committed for 2026 - still to be finalised</p> <p>Re-sharing of Region 35 chorus Social media content for a wider reach</p> <p>Vocal Zone sponsorship for 2026 – tbc Feb SANZ Open month</p>
		Continue to support and connect with YSIH/upper voices through relationship building, scholarships and education initiatives, presence at YSIH competition and SANZ competition and through communications (newsletters/social media)	RMT	2025 -2026 ongoing	Young women singers apply for scholarships, attend educational opportunities	<p>Numbers gathered and their levels of awareness of SANZ increases</p> <p>Good comms between YSIH & SANZ</p> <p>Four scholarships awarded to under25 members for 25/26FY</p> <p>Shelley B on planning committee. Julie Earl, Leanne Wheeler going to YSIH national competition in Wellington, Sept 2025 Completed - JE & LW provided support for traffic pattern; met with YSIH administrator, school reps and YSIH board to discuss opportunities for young singers /</p>

						<p>shared venues. Shared event calendar established.</p> <p>Invitation to YWIH to compete and/or attend Convention Connected with key people Lyn Jamieson Scholarships readvertised.</p>
	Utilise the Prue Blythe Memorial Trust to proactively seek financial support for young women/upper voice singers to build a stronger connection between YSIH (upper voices) and SANZ	RMT	March 2025 ongoing	Available funds increase	<p>More young singers are supported</p> <p>PBMT donations sought in registration form - positive response. Current funds at just under \$7k. Donation link to be added to all event registration forms</p> <p>PBMT in Mega Bulletin; PBMT page added to SANZ website; Article in Addaline</p> <p>Trust has received residual funds from He Tangata</p> <p>Invite to donate on registration for convention</p>	
	Share regional news updates through Tuned In the RMT newsletter to members to build community	Communications/RMT	3- 4 times/year as needed	Members are well-informed about what is happening in the region	<p>Member satisfaction surveys are positive</p> <p>Great feedback on 'Tuned In' content/style Positive feedback continues</p> <p>Next edition due end of June Issued August</p>	

						Continue to make this an easy read with visually appealing presentation
	The Addaline supports the regional strategic goals and direction	RMT	Biannual	Members feel they belong to a community and have the opportunity to celebrate through the Addaline publication	Member satisfaction survey Bumper edition for June 2025 - 40 pages for 40 years. Great celebration of our region. December Addaline was well received by members with positive anecdotal feedback.	
	Seek voice from those with particular interest in diversity and inclusion and consider how we can improve the experience for members	TC/RMT	June 2025 & 2026 ongoing	Members feel heard and potential initiatives are considered	Feedback from the SANZ community is positive Discovery Zoom for members interested in discussing this area & ideas for Region 35 Scheduled for October. Calls for expressions of interest have been made; responses received. Julie liaised with SAI Cherie Letts to attend Called together a small group with an interest in D&I. Incremental changes via audit and seeking suitable resources for NZ audience	
	Increase the accessibility of membership growth and retention tools and share tips/tools in Tuned In and Addaline	Membership/RMT	2025 ongoing	Suitable resources are sourced from SAI and made available on our website in an accessible place	Membership coordinators increasingly access these resources Membership growth In progress - SAI content/resources available for us to review and share to our members Leadership series videos published on website.	

						Continuing to upload resources to support the region
		Make available a marketing grant on an annual basis to support choruses (financial viability TBC annually by RMT)	Finance/RMT	June 2025 & 2026	Choruses utilise the grant to raise awareness of their chorus activities to grow membership	Chorus evaluation feedback Grants of up to \$500 available to choruses for 25/26FY - guidance needed to support how this is utilised (Thrive \$\$) Grants advertised; 4 applications received. Shelley P contacting individual choruses social media person All choruses have applied for the marketing grant
		Design a fun annual competition between SANZ choruses (post- convention) designed to increase membership and brand awareness	RMT	June 2025	Choruses are engaged and challenged in a fun regional activity	Chorus feedback In progress Hooked on Harmony was a successful regional competition, valued by arrangers and singers alike 8/13 choruses participated
		Further connect with stakeholders; Choral Federation/Music Teachers Association, other	TC/RMT	June 2025 on	Profile of SANZ choruses and region improves	Feedback Affiliate member of Choral Fed, blurb on their website to share who we are. Choral Fed published article on SANZ
3	PERFORM Share and showcase a cappella and barbershop singing	Actively share the wide range of performance types (choruses, quartets, small groups) through social	Marketing /RMT	2025 on	Profile of barbershop and a cappella singing is raised	Annual RMT report Social media statistics - showing improvement/growth

with audiences across Aotearoa New Zealand and beyond	media channels and external audiences				<p>Consistent sharing of chorus content from performances, to celebrations and competition updates (choruses & quartets)</p> <p>Hooked on Harmony competition provided opportunities to share videos publicly</p> <p>Reels from contest behind the scenes were shared. Social media team was formed to support contest content creation and sharing</p>
	Share performances and performance experiences through the Addaline and share this with Region 34 and internationally	Communications/RMT	2025 ongoing	Profile is raised and relationships grow stronger between SANZ and SAI	<p>Regional feedback</p> <p>Lots of content for current edition 40th edition was a rich reflection of SANZ history Positive feedback about the Dec edition</p>
	Encourage general public to attend convention by making prices more accessible	RMT/Steering Committee	Each year	General public experience our genre	<p>Increase in numbers of public attending convention Social media metrics</p> <p>Exceeded expectations in public ticket sales for 2025 convention - positive response to reduced ticket price for public</p>
	Showcase the unique beauty of barbershop harmony through engaging with a variety of directors to direct at workshops/mass songs and by promoting OOTM opportunities	Directors Coordinator/Education /RMT	Every year	Wider opportunities for directors and members	<p>Member surveys</p> <p>Directors given opportunities to participate; sound check chorus Director A good variety of directors had the opportunity to direct at Convention: Robyn Abernethy</p>

						<p>directed Sound Check chorus; Jo Hodgson directed for first time; Virg directed international contest set; Jocosa directed Winners Song</p> <p>Possible regional education on OOTM via Addaline – not actioned</p>
4	COMPETE Ensure the sustainability of the annual competition through capacity building and innovation	Develop opportunities for education about convention operations	RMT/Steering Committee	Every year	Convention leadership feel well-supported each year More volunteer to help out	<p>Annual RMT report Convention survey feedback</p> <p>Future CRC is shadowing current process. Clarified appointment process for CRC.</p>
		Oversee and support the Convention Steering Committee to run a successful convention	Events/TC/Finance/Education			<p>Convention delivered on budget</p> <p>RMT oversight for support. Shelley B on Convention Team. Julie providing oversight</p> <p>2025 Convention delivered profit</p>
		Encourage members to strive for excellence and recognise this through targeted awards e.g. Youth Quartet Award (25 years and younger)	RMT	2025-2026	Under 25 quartets showcase their talent	<p>Quartet entry in 25 years and under category</p> <p>In progress. Clarified 25+u can perform as non-members, and join as full member to evaluate or compete</p> <p>Invited Youth Quartets to convention</p>
		Share our willingness to host offshore quartets at our convention/competition	RMT	Each year	Off shore quartet entry	Entrants enjoyed the experience

						<p>UltraL had a successful experience at 2025 convention Members enjoyed having them</p> <p>Invited in 2026 – declined</p>
		Cyclical review of convention budgets and organisation to ensure sustainability for the region	Finance/RMT	annually	Conventions are financially viable and sustainable	<p>Financial reporting indicates sustainability</p> <p>BAU</p>
		Secure education opportunities to be facilitated by international judges (Sunday education)	Education/Events	annually	Judges are positive about staying on to provide coaching for members	<p>Member and judge feedback</p> <p>Positive feedback</p> <p>Judges have been appointed</p> <p>2026 Ed classes planned</p>

Note: The strategic and annual plan are iterative documents and may be updated to respond to the needs of our community.