



Archery Queensland Inc

Strategic Plan 2020 – 2022

Reviewed February 2021

A three year rolling plan for the strategic direction for the facilitation of target archery in Queensland.

MISSION

Enhancing your archery experience

KEY DRIVERS

- Competitive sport
- Recreational activity
- Fitness and well being
- Social interaction
- Personal development
- Community contribution

1. INTRODUCTION

This Strategic Plan is designed to cover the next 3 years consistent with the Queensland Government funding program and is derived from and is an enhancement of the Archery Queensland Operational Plan Action Items 2017 – 2019.

The Strategic Plan is subject to regular reviews by the Management Committee and workshops held with members from time to time so that it maintains its currency as a living document. It is acknowledged that Covid 19 has had a significant impact on the ability to achieve against action plan goals.

Formulation

To develop this Strategic Plan, planning meetings were held with representatives of member associations and clubs to identify the desired future direction for Archery Queensland. Reviews were then undertaken by the Management Committee to formulate strategies for advancing these objectives. This process ensured that the plan is representative of members.

The Strategic Plan addresses three planning questions;

Where are we now?

The current situation

Where do we want to be in the future?

The direction that Archery Queensland wants to take, as demonstrated through a series of outcomes

How will we get there?

The Strategic Plan includes the projects and activities to be undertaken to achieve the desired outcomes.

The Strategic Plan is a living document and is framed as a 3 year rolling plan, and shall be subject to regular reviews, and a major review for each Queensland Government funding cycle.

2. WHERE ARE WE NOW?

The Organisation

Legal name	Archery Queensland Inc
Management Committee	President Strafford Stark Vice President & Secretary Brian Hagaman Treasurer Peter Clark Paul Beavis David Reid George Neilson
Advisors	President SQAS Alison Hagaman President NQAA Peter Mulligan
ABN	86 923 315 183
Incorporation	IA 40184
GST status	not registered
Affiliations	Archery Australia World Archery QSport
Member bodies	South Queensland Archery Society North Queensland Archery Association Member clubs
Activities	Target archery

Participation levels	Club events Inter-club events Regional events State events National level events International events
Competitions hosted	State Target Championships State Short Range Championships
Supporting	Members/archers Clubs Coaches Judges/Officials South Queensland regional activities North Queensland regional activities International team visitors Para and VI archery

Membership

Membership as of 31.12.2020

	Junior U18 Male	Junior U18 Female	Open Male	Open Female	Master + Male	Master + Female	Total
NQAA	15	8	21	11	44	14	113
SQAS	117	85	198	97	207	51	755
Totals	132	93	219	108	251	65	868

Catchment Area

The State of Queensland and northern New South Wales.

Being a target archery organisation, Archery Queensland has the advantage of a cultural fit that attracts families, young people, women, people with a disability, retirees and those whose hours of work do not suit weekend sport.

Queensland and northern New South Wales are some of the fastest growing areas in Australia. About 25% of the population is over 55 years old, with under 25 year olds amounting to about 1/3 of the population and a similar number for 25 to 55 year olds. The vast majority of residents live in family households with the majority of these with children. Single parent families make up a low but significant proportion.

A significant number of young residents in Queensland provide a strong target market from which Archery Queensland can draw members.

Archery Queensland prides itself on being a family friendly organisation, which is ideally suited to the demographics of Queensland and northern New South Wales, with the majority of residents living in family households.

Population growth is expected to continue to be strong in Queensland and northern New South Wales which will put considerable pressure on local councils and the state governments to provide services, and Archery Queensland as a non-government sport and recreation provider is well placed to meet this growing demand.

History

Archery Queensland Inc was established in 2012 with the agreement of the South Queensland Archery Society and the North Queensland Archery Association who became founding member associations.

Core Business

The core business is to;

- Participation programs, activities and events
- Talent identification and participation pathways
- Regional program development and delivery

The business drivers are to;

- Promote target archery for the wider archery community
- Maintain affordable participation
- Provide a pathway for athletes to the highest levels of national and international competition
- Hosting major tournaments
- Have high quality facilities throughout Queensland
- Have sufficient qualified coaches/judges/officials
- Foster a family-friendly environment
- Be a respected partner with the Queensland Government

SWAT Analysis

Strengths

- A family friendly culture of participation for enjoyment and healthy lifestyle
- No membership fees

Weaknesses

- Limited regional footprint
- Loss of too many members after 1 to 2 years
- No membership fees

Opportunities

- Expand membership numbers further

Threats

- Potential for regulation of bows
- Possibility of litigation from an injury
- Loss of reputation from an incident – community perception of us
- Loss of government funding

3. WHERE DO WE WANT TO BE?

From the analysis of our strengths, weaknesses, opportunities and threats, several improvement areas have been identified which the organisation would like to focus on over the next 3 years to achieve its vision.

- **Participation Programs, activities and events**
 - More recreational participation opportunities
 - Grow our membership
 - Improved facilities
 - Additional equipment
 - Support schools programs
 - Recognised/rewarded and appreciated volunteers
 - Expand our community contribution programs and target groups
 - Achieve greater gender balance
 - Encourage diversity
- **Talent Identification and Participation Pathways**
 - Facilitate state level competitions
- **Regional Program Development and Delivery**
 - Support regional organisations
 - Support regional clubs
 - Support regional members
 - Facilitate regional expansion by increasing the number of regional clubs
- **Marketing and Sponsorship**
 - Increase our promotional efforts - enhance social media usage i.e. Facebook
 - Maintain our web site as modern and effective
- **Governance Improvement**
 - Sustain our good reputation within the community

- Maintain good relationships with the State Government
- Seek additional revenue sources
- Education and Training (accredited and non-accredited)
 - Assist with the training of volunteers, coaches, judges, other officials and archers

4. HOW DO WE GET THERE?

The following Strategic Action Plan outlines the projects and activities identified by the club to effectively meet its objectives. This plan is a live 3 year rolling plan; and as a natural consequence early years of the plan have more concentrated activity. While the planning beyond the current cycle has been included for future consideration in the next planning phase, the action items are without validation.

5. ACTION PLAN

While all items listed in the Strategic Plan's Action Plan are important, those items of highest priority have been identified as follows;

- **RED** CURRENT HIGH PRIORITY ISSUES
- **BLUE** ESSENTIAL NEXT PRIORITY ITEM
- **Black** LOWER PRIORITY
- **Green** ACHIEVED
- **Purple** NOT ACHIEVED

While items may be listed for delivery in a particular year, they may require commencement before that year to be realised by the desired date.

The column coloured yellow is the current planning year.

The column coloured orange is in the next planning cycle, is not fully developed and is not validated.

The Action Plan

OUTCOME	2020	2021	2022	2023 & beyond - future planning cycles
Participation Programs, activities and events	<ul style="list-style-type: none"> Enhance and expand the archery in schools program 	<ul style="list-style-type: none"> Enhance and expand the archery in schools program 	<ul style="list-style-type: none"> Enhance and expand the archery in schools program 	<ul style="list-style-type: none"> Improved facilities Additional equipment Grow membership Retain members
Talent Identification and Participation Pathways	<ul style="list-style-type: none"> Expand AQ tournament program to include more regional venues for the State Target Championships and AQ 900 Championships Support youth development and talent ID program 	<ul style="list-style-type: none"> Support youth development and talent ID program 	<ul style="list-style-type: none"> Support youth development and talent ID program 	<ul style="list-style-type: none"> Expand AQ Championships to include Field and Clout
Regional Program Development and Delivery	<ul style="list-style-type: none"> Create a club development self-assessment tool Establish and support an additional club Maintain tele-conferencing 	<ul style="list-style-type: none"> Establish and support an additional club Maintain tele-conferencing 	<ul style="list-style-type: none"> Establish and support additional clubs Maintain tele-conferencing 	<ul style="list-style-type: none"> More clubs Larger clubs as centres of excellent
Marketing and Sponsorship	<ul style="list-style-type: none"> Re-establish AQ web site Develop a new club promotional package 	<ul style="list-style-type: none"> Maintain AQ web site Develop a new club promotional package 	<ul style="list-style-type: none"> Maintain AQ web site 	<ul style="list-style-type: none"> Maintain AQ web site
Governance Improvement	<ul style="list-style-type: none"> Increase funding/sponsorship AQ policies available on the web site for easy reference by members 	<ul style="list-style-type: none"> Increase funding/sponsorship Evolve the AQ risk register into a database 	<ul style="list-style-type: none"> Increase funding/sponsorship Seek alternative revenue 	<ul style="list-style-type: none"> Improved governance, administration, finances and risk management
Education and Training (accredited and non-accredited)	<ul style="list-style-type: none"> Support youth training program Support archer training program Support coaching training program Support judge training program Support other officials (e.g. recorders) training program 	<ul style="list-style-type: none"> Support youth training program Support archer training program Support coaching training program Support judge training program Support other officials (e.g. recorders) training program 	<ul style="list-style-type: none"> Support youth training program Support archer training program Support coaching training program Support judge training program Support other officials (e.g. recorders) training program 	<ul style="list-style-type: none"> Consistent governance practices across clubs Provide for secession capability