



Archery Queensland Inc

Strategic Plan 2023 – 2027

8 June 2023

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

MISSION

To increasing archery participation

KEY DRIVERS

Enhancing your archery experience in ...

- 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 five years and be consistent with the Queensland Government priorities. Supporting this Strategic Plan is an Action Plan that is aligned with the Queensland Government funding program.

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.

Formulation

To develop this Strategic Plan, reviews were then undertaken by the Management Committee with the Regional Bodies 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 Action 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 five 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	<p>President Strafford Stark Vice President & Secretary Brian Hagaman Treasurer Kerry Cheras Robert Hodgetts Chella Armstrong Darren Brack</p> <p>The Management Committee has an increasing gender mix and currently stands at 2/6</p>
Advisors	<p>President SQAS Alison Hagaman President NQAA Andrew Bligh</p>
ABN	86 923 315 183
Incorporation	IA 40184
GST status	not registered
Affiliations	<p>Archery Australia World Archery QSport</p>
Member bodies	<p>South Queensland Archery Society North Queensland Archery Association Member clubs</p>

Activities	Target archery
Participation levels	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 teams members Para and VI archery

Membership

Membership as of 31.12.2020

31.12.2020	Youths under 18 Male	Youths under 18 Female	Open Male	Open Female	50 and over Male	50 and over 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

Membership as of 31.12.2022

31.12.2022	Youths under 18 Male	Youths under 18 Female	Open Male	Open Female	50 and over Male	50 and over Female	Total
NQAA	10	5	23	7	29	21	95
SQAS	108	109	225	131	256	71	900
Totals	118	114	248	138	285	92	995

Growth in membership in 2 years

Growth	Youths under 18 Male	Youths under 18 Female	Open Male	Open Female	50 and over Male	50 and over Female	Total
NQAA	-5	-3	+2	-4	-15	+7	-18
SQAS	-9	+24	+27	+34	+49	+20	+145
Totals	+14	+21	+29	+30	+34	+27	+127

While there are challenges with the economy and regional recovery, Archery Queensland has achieved a commendable growth of **9.1%** in two years.

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, people with a disability, targeted under-represented groups, 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.

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

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.

The aging demographics of the population is an advantage for the sport of target archery. By encouraging healthy outdoor activity that most people can participate in target archery as a recreational activity and at the same time build social networks, enhancing their lives.

History

Archery Queensland Inc was established in August 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
- A trusted advisor to the State Government
- No membership fees

Weaknesses

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

Opportunities

- Expand membership numbers further
- More clubs in regional areas
- Target under-represented groups
- Expand knowledge base for administrators, judges and coaches etc
- Advocate for improved facilities

Threats

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

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 5 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**
 - Continue to support NSO (Archery Australia) initiatives
 - 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 Strategic Plan is supported by a five-year rolling Action Plan that outlines the projects and activities identified by the Archery Queensland to effectively meet its strategic objectives. This Action Plan is aligned with the objects of the Queensland Government and is supported by the Sport and Recreational funding agreement with Archery Queensland.