

Archery Australia

2017 – 2021 Strategic Plan

Integration of Archery in Australia



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OUR VISION

Archery is a mainstream recreational and competitive sport

OUR MISSION

Archery Australia will provide the leadership and tools to make archery a sport people want to participate in and contribute to

OUR VALUES

- *We value and support our volunteers and staff*
- *Provide a pathway to help our members achieve their goals*
- *We will treat all with respect and equity*
- *We strive for excellence and professionalism at all levels*

ARCHERY AUSTRALIA INC

FOUNDED 1948

INCORPORATED 1984

REGIONAL GOVERNING BODIES

Archery NSW

Archery ACT

Archery Victoria

Archery Tasmania

Archery South

Australia Archery WA

North Queensland Archery Association

South Queensland Archery Society

KEY STRATEGIC AREAS



1. Governance



2. Sustainability



3. Development and Growth



4. Archery Performance Pathway

GUIDING PRINCIPLES

While developing this plan Archery Australia has been mindful of the following guiding principles:

- Archery Australia is the recognised governing body for Archery in Australia
- Archery Australia is in partnership with World Archery (formerly FITA), the Regional Governing Bodies (RGB) and local clubs for the development and implementation programs to advance and progress the sport.

BEHAVIOURAL AGREEMENT

The Archery Australia Board and RGBs have agreed to adhere to the following behaviours in order to achieve success.

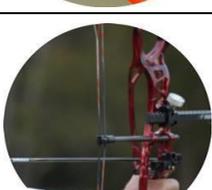
We are all Archery Australia. We agree to:

- Take Responsibility at all times
- Listen and really understand the other point of view
- Be open and honest
- Be polite
- Strive for consensus
- Be open and throw out preconceived ideas
- Talk positives
- Take the best of combined ideas

PLANNING CONSIDERATIONS

A detailed Action Plan followed by Annual Budgets and Costed Operational Plans will be developed to complement this Strategic Plan.

WHAT IS SUCCESS?

	<p>Satisfied members and supportive clubs</p>
	<p>More participants and membership growth with access to all</p>
	<p>Diversity and equity</p>
	<p>Competitiveness and elite success</p>
	<p>Well managed Clubs, Regional Governing Bodies and Archery Australia as the National Sporting Organisation with united relationships</p>
	<p>Self reliance and effective revenue streams</p>
	<p>Governance</p>
	<p>Stable relationship with partner organisation</p>

KEY DRIVERS OF THE STRATEGIC PLAN

This rolling Strategic Plan is based on a number of key drivers aimed at advancing the development and management of the sport in Australia finalised each year at the National Strategic Planning Meeting which encompasses input from RGBs.

They are summarised below:

- The need to further ongoing improvement and reform at all levels
- The Strategic Plan for Archery Australia will cascade to RGBs and clubs who will implement into an integrated planning framework
- Local clubs will be accredited with the RGB and Archery Australia
- The roles, responsibilities, and accountabilities of clubs, RGBs and Archery Australia will be defined and enshrined into the various constitutions, policies, and rules.

The roles, responsibilities, and accountabilities of the key entities within Archery Australia need to incorporate:

LOCAL CLUBS

- Promote and market archery in the local community
- Organise events and activities for all members and the public
- Deliver Archery Australia accredited programs for beginners and the public
- Deliver Archery Australia accredited coaching programs with accredited archery instructors
- Abide by Archery Australia policies, standards, and programs
- Be accredited with Archery Australia and meet minimum accreditation standards within a club star rating system
- Provide regular reporting of activities, membership, and participation rates to Archery Australia
- Be the voting delegates at General Meetings, Special General Meetings and Annual General Meetings of their Regional Governing Body

RECOGNISED GOVERNING BODIES

- Oversee and monitor Club Accreditation and the implementation of national standards, policies, and programs by clubs
- Promote best practice for clubs
- Provide development opportunities for archers and instructors
- Promote archery in the broader community and to State funding bodies
- Assist and support the growth of clubs
- Organise State Championships and other competitions
- Host national events on behalf of Archery Australia
- Recruit and train archery instructors and coaches
- Assist in the recruitment of archery officials
- Implement National Pathway Programmes
- Contribute to the development and annual review of the Strategic Plan and implementation the plan
- Adopt the Archery Australia Strategic Plan as the template for their own RGB Strategic Plan and cascade it to their clubs to do likewise
- Provide regular reports to Archery Australia
- Be the voting delegates at General Meetings, Special General Meetings and Annual General Meetings of Archery Australia

ARCHERY AUSTRALIA

- Provide overall strategic leadership for archery in Australia Corporate ownership of the brand and its products
- Develop and implement the National Strategic Plan
- Develop, communicate and promulgate national policies, standards and programs
- Establish and maintain relationships with the Australian Sports Commission, Australian Institute of Sport, Australian Olympic Committee, Australian Paralympic Committee, Australian Commonwealth Games Association, Archery Alliance and other archery organisations, including the international archery body, World Archery
- Promote archery in the broader community and to corporate sponsors
- Maintain direct communications with all affiliates, members, clubs and Regional Governing Bodies
- Develop and deliver a high performance program for elite athletes
- Set standards and select athletes to represent Australia at international events including the Olympic and Commonwealth Games, World Cups and World Championships
- Facilitate the running of national championship and other national events
- Develop and implement standards for officials, coaches and club administrators
- Provide for the recruitment and retention of staff including CEO and other key personnel
- Establish Committees to assist in the development of standards and the management of programs and policies
- Manage a national membership system.



STRATEGIC AREAS – Key Focus Points

The key focus points for the future we wish to create for Archery Australia are:

1. GOVERNANCE

- Archery Australia the NSO
- Simplification of management processes at all levels
- Attract and retain young volunteers for succession
- Attract and use best management skills

2. SUSTAINABILITY

- 20,000 members
- Many high level coaches in every club
- Strong Club communities
- Commercially sustainable sport

3. DEVELOPMENT AND GROWTH

- National competitive league
- Greater participation from all parts of the community

4. ARCHERY PERFORMANCE PATHWAY

- Australia becomes main player internationally
- Win medals at every world championship

These key focus points then form the basis of the Strategic Plan:

STRATEGIC AREA KEY FOCUS

POINT 1 - GOVERNANCE

We seek good governance, simplification of management processes at all levels, and hope to attract and retain volunteers for succession. We want to attract highly skilled people on staff and use best management practices. We value the principals of fairness, diversity, and equality in our policies.

To achieve this, we will work on;

1. Strategy: Maintain and strengthen current good working relationships with ASC, AIS, AOC APC, WA, WAO and Archery Alliance

Action 1.1 – Maintain current systems for management of reputation and co-operation with external bodies.

Action 1.2 – Look for more opportunities for engagement when appropriate.

Action 1.3 – Explore other possible partnerships.

2. Strategy: Continue management of the sport via sound policies and business strategies

Action 2.1 – Review existing policies – Annual Board Plan

Action 2.2 – Develop/review policies as required

3. Strategy: Achieve effective, uniform, and consistent sport management

Action 3.1 – Uniform reporting processes to be developed for information flow to Archery Australia

4. Strategy: Improve functionality of committees

Action 4.1 – Review functions

Action 4.2 – Review support needs **Action 4.3** - Review reporting

5. Strategy: Litigation Management

Action 5.1 –Maintain current system for management of risk

STRATEGIC AREA KEY FOCUS

POINT 2 - SUSTAINABILITY

Our aspirational goal is to achieve 20,000 members, with many competent coaches in every club.

We aspire to strong club with social communities and that are commercially sustainable.

To achieve this, we will work on;

1. Strategy: Membership management

Action 1.1 – Explore alternative membership offering.

Action 1.2 – Ascertain IMG Membership Database capabilities and extra functionality.

Action 1.3 – Assist RGBs and Clubs to use the current capability of IMG.

2. Strategy: Marketing

Action 2.1 – Explore engaging a marketing group/consultant.

Action 2.2 – “Hero’s of the Sport” promotion.

Action 2.3 – Utilise Facebook etc. to promote, pre-event and post event.

3. Strategy: Funding

Action 3.1 – Ascertain and develop new funding streams.

Action 3.2 – Establish joint marketing opportunities with RGBs.

4. Strategy: Resources

Action 4.1 – Look for options to pool resources.

Action 4.2 – Continue online training development.

Action 4.3 – Upskill staff and volunteers to meet ongoing needs of organisation.

Action 4.4 – Promote recognition of volunteers.

STRATEGIC AREA KEY FOCUS

POINT 3 – DEVELOPMENT AND GROWTH

We want to see greater participation from all parts of the community and the establishment of a nationally competitive league.

To achieve this, we will work on;

1. Strategy: Role Model Major Clubs

Action 1.1 – Work with RGBs and clubs to identify which clubs are very successful.

Action 1.2 – Develop club mentoring material.

Action 1.3 – Commence “Clubs in Profile” for Archery Insights.

2. Strategy: Identify Training Systems Needs and Expand Additional Needs

Action 2.1 – Coaching, Officiating, Recorder etc. training packages online.

3. Strategy: Grow Membership Numbers

Action 3.1 – Conduct exit interviews of non-renewing members.

Action 3.2 – Poll RGBs and clubs for retention ideas.

Action 3.3 – Promote current archer reward e.g. all gold, classification, records etc.

Action 3.4 – Automated award eligibility system.

Action 3.5 – Review AA Awards/Stars for shorter distances.

4. Strategy: Social Media/Sport Promotion

Action 4.1 – Explore online streaming of events.

Action 4.2 – Expand Social Media use, including advertising on Facebook.

5. New Initiatives

Action 5.1 – Implement the roll out of “Arrows” program to RGBs.

Action 5.2 – Create “OzBow” self-progression beginner to new member intermediate program.

Action 5.3 – Explore ways to make the sport more attractive for women and younger.

STRATEGIC AREA KEY FOCUS

POINT 4 – ARCHERY PERFORMANCE PATHWAY

We aspire to Australia becoming main player internationally and winning medals at every world championship.

To achieve this, we will work on;

1. Strategy: Archery Pathway

Strategy 1.1 – Publish Archery Pathway from beginner to HP under all Archery Australia divisions and disciplines (Longbows, Crossbow, Recurve, Compound; outdoor, indoor, field, 3D, VI and Para etc.).

Strategy 1.2 – Reiterate Officials Pathway.

Strategy 1.3 – Reiterate Coach Pathway.

Strategy 1.4 – Implement standardised selection template for all required events.

2. Strategy: Information Technology

Strategy 2.1 – To develop ability to log training scores in Archers Diary with coach visibility.

3. Strategy: Innovation to be “Ahead of the Game”

Strategy 3.1 – New innovation initiatives to be introduced.

Strategy 3.2 – Dissemination of useful learnt information to Coaching Program.

Strategy 3.3 – Identify additional skill resources that can assist with innovation that exist within the archery community.

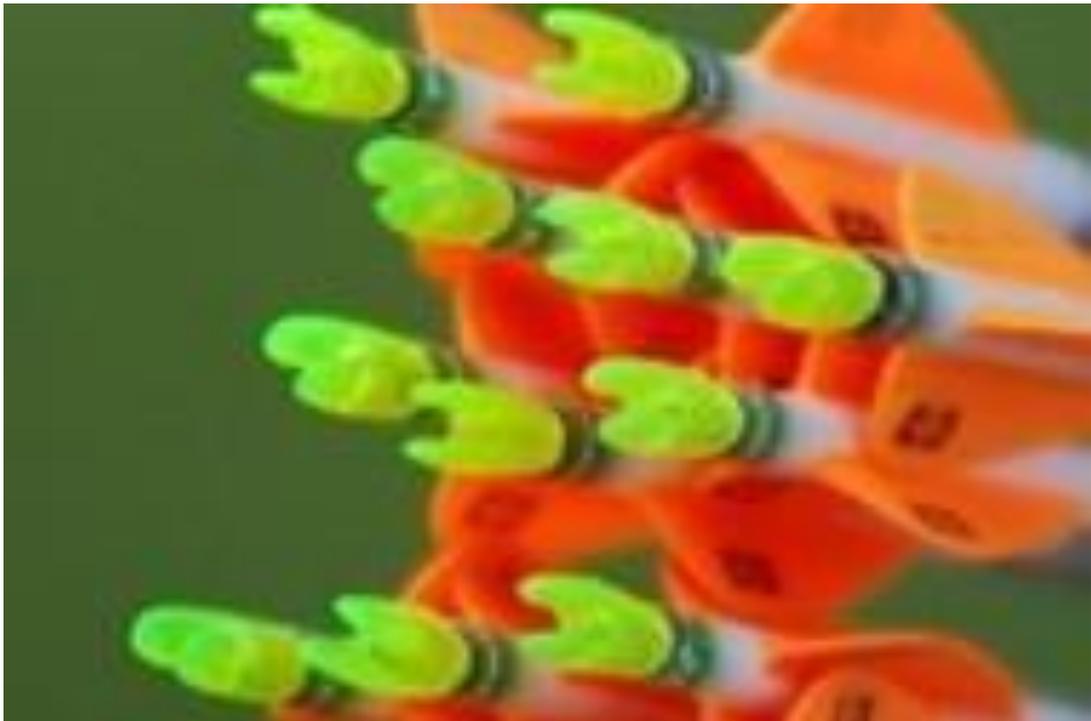
4. Strategy: Community Archery Development Programs

Strategy 4.1 – Develop & implementation of a Schools Program.

Strategy 4.2 – Explore ways to bring other groups under the Archery Australia umbrella.

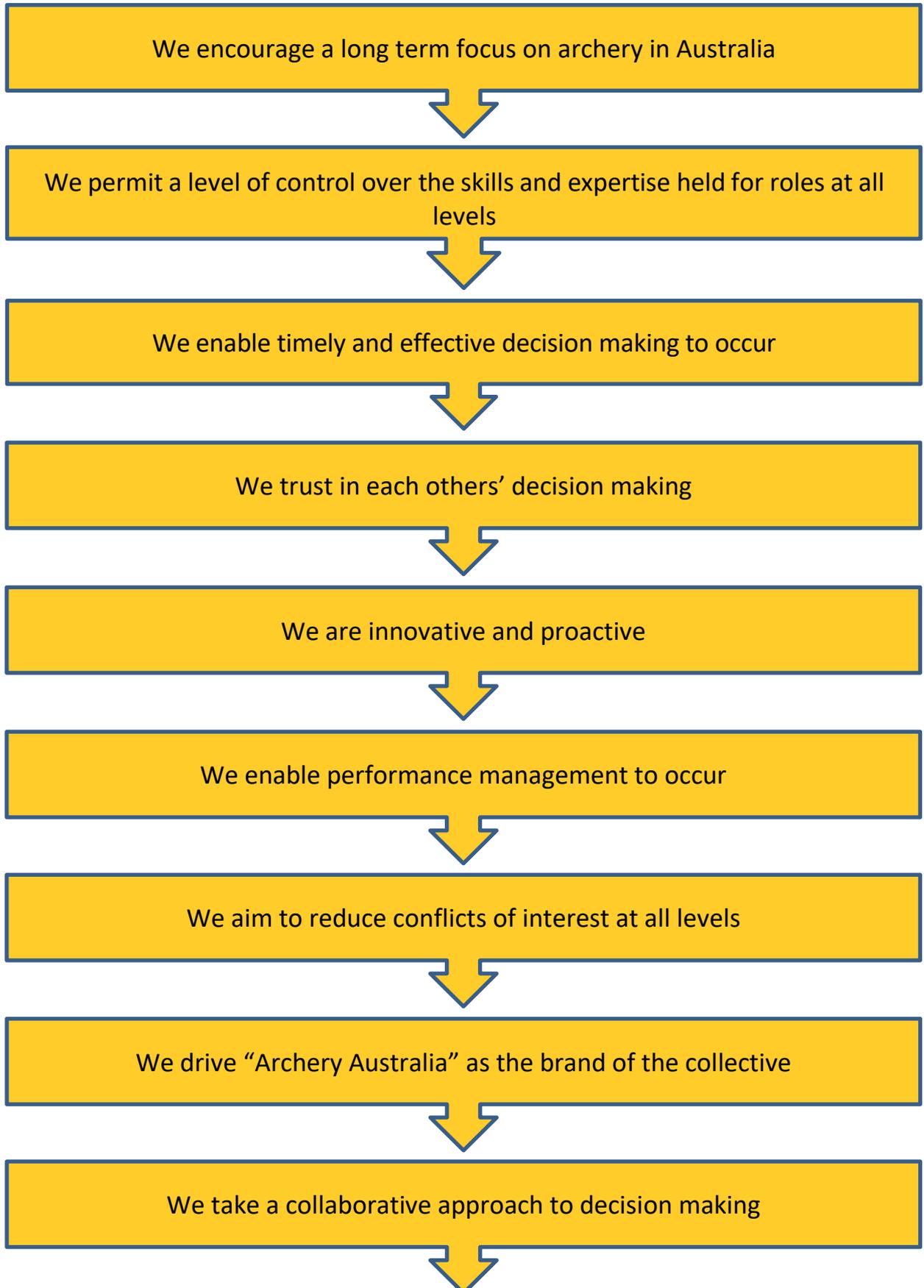
HOW DO WE GET THERE?

- *Abide by our “Cultural Framework”*
- *Define and agree on roles and responsibilities*
- *Develop the strategies*
- *Implement/monitor/adapt revising action plans on an annual basis*



CULTURAL FRAMEWORK

The Cultural Framework we all hope to achieve



ROLES AND RESPONSIBILITIES



“A truly national approach with agreed roles and responsibilities that will lead to a more efficient delivery of all aspects of Archery in Australia”

The following clarifies the key responsibilities of each element of our archery community.

INDIVIDUALS (i.e. people who participate in archery and those who want to enter the sport)

- Welcome new members into your club
- Be registered as members and pay membership fee to Club, RGB and Archery Australia in a timely manner to be financial at all times
- Display membership identity
- Contribute and participate in a manner that is safe and enjoyable for all
- Treat all club members and legitimate club visitors with fairness and courtesy
- Assist club management in the maintenance and development of the club and in the maintenance of the values of Archery Australia

CLUBS

- Be welcoming of members into a well run organisation
- Operate an efficient, well run, and safe facility
- Have a competent management team to run the facility and membership programs
- Organise participation programs for members, new entrants, and visitors
- Provide Archery Australia recognition/awards for levels of competence/achievement
- Deliver basic archery instruction and accredit beginners
- Arrange archery instruction for members from competent accredited instructors/coaches
- Deliver coaching programs and prepare participants for competition
- Implement nationally approved standards, policies and programs
- Generate community interest and participation in archery
- Generate income for facility improvements
- Engage with Local Authorities to assist in the development and expansion of the club and in archery in general
- Support RGBs in the delivery of programs and events
- Provide regular communications on events, programs, tips, and advice

RECOGNISED GOVERNING BODIES

- Collaborate with Archery Australia and Clubs in the development and implementation of the National Strategic Plan and Action Plans
- Oversee and monitor the implementation of nationally approved standards, policies, and procedures by Clubs
- Provide development opportunities for archers and instructors
- Organise State competitions, events, and championships
- Liaise with State Governments for funding and policies
- Contribute to the development of the National Strategic Plan and Action Plans
- Implementation of the National Strategic Plan, Action Plans and National programs
- Cascade these plans to club in an integrated way
- Assist in the recruitment and ongoing training of officials and coaches

ARCHERY AUSTRALIA

- Collaborate with RGBs in the development and implementation of the National Strategic Plan and Action Plans
- Develop policies, standards, and programs for all aspects of the sport (e.g. coaching, risk management, conduct, selection, tournament rules and regulations)
- Develop systems and processes for membership, coach and officials' accreditation, finance, and risk management
- Implement World Archery strategies, programs, rules, and regulations
- Establish Committees and Working Groups to develop and manage programs
- Develop and deliver High Performance Program and elite level programs
- Facilitate the running of National Championships and international events
- Develop criteria and select teams for international championships and events
- Maintain relationships and alliances with other archery organisations e.g. World Archery, ABA, 3DAAA
- Liaise with national sporting organisations and key Government Agencies, Australian Sports Commission and the AIS
- Employ national staff
- Provide merchandise
- Arrange national insurances

PLAN FOR THE FUTURE AND NOT BE LIMITED BY DECISIONS OF THE PAST

