

Archery Australia 2010-2014 Strategic Plan



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What will success be for Archery in five years time?



Archery Australia's MISSION

ARCHERY AUSTRALIA WILL DEVELOP FOSTER AND PROMOTE ARCHERY AS A RECREATION AND COMPETITIVE SPORT.

A SPORT FOR ALL

VISION

Archery Australia is recognised and respected as the National Controlling body for Archery in Australia dedicated to;

- Providing its members and the broader community with access to well managed local clubs and accessible facilities providing a high standard of archery experience from beginners to elite athletes.
- Promoting and marketing the sport of archery to government, community and its members to ensure greater participation.
- Contributing internationally through participation in World Archery (FITA).
- Ensuring that the policies and procedures governing the sport including coaching and officiating are of the highest standard to ensure a fair, inclusive and drug free participation for all.

Archery Australia Inc

FOUNDED 1948

INCORPORATED 1984

Regional Bodies

Archery NSW
Archery ACT
Archery Victoria
Archery Tasmania
ARCHERY South Australia
Archery WA
North Queensland Archery Association
South Queensland Archery Association

KEY STRATEGIC OBJECTIVES



Organisational Excellence



Growth, Participation and Development



Community Engagement and Development



High Performance Pathways for Elite Athletes



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 the regional divisions and local clubs for the development and implementation programs to advance and progress the sport.

PLANNING CONSIDERATIONS

A detailed Action Plan followed by a Costed Operational Plan will be developed to complement this Strategic Plan.

What is Success?



Satisfied members and supportive clubs



More participants and access to all



Competitiveness and elite success



Well managed Clubs, Regional bodies and NSO with united relationships



Self reliance and effective revenue streams



Efficient and professional National governance Structure



Key Drivers of the Strategic Plan

This Strategic Plan is based on a number of key drivers aimed at advancing the development and management of the sport in Australia resulting from a Strategic Planning Meeting held in Brisbane 15 May 2010. They are summarised below:

- The need to further reform to establish a truly national association
- One Strategic Plan for Archery Australia which will be binding on all entities
- Regional Governing Bodies will become Regional Divisions of Archery Australia but will retain their current “trading” names while acting as delivery agents for the archery product
- Regional Divisions and clubs will sign MOUs to ensure a consistent and accountable administrative structure
- Local clubs will be accredited within the regional division and Archery Australia
- The roles, responsibilities and accountabilities of clubs, Regional Divisions and Archery Australia to 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 Division

Regional Divisions

- Oversee and monitor Club Accreditation and the implementation of national standards, policies and programs by clubs
- Promote best practice for clubs and
- Promote archery in the broader community and to State funding bodies and entities
- Assist and support the growth of clubs
- Organise State Championships and other competitions
- Recruit and train archery instructors and coaches
- Assist in the recruitment of archery officials
- Implement National Pathway Program
- Contribute to the development and annual review of the Strategic Plan and implementation plan
- 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 including 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 Commonwealth games Association and other archery organisations, including the international archery body, FITA
- Promote archery in the broader community and to corporate sponsors
- Maintain direct communications with all members, clubs and Regional Divisions
- 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 a CEO and National Head Coach, 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.

Membership

An expansion of the concept of “membership” of Archery Australia to broad based and multi-dimensional membership organisation which recognises the different categories, roles and responsibilities of membership as follows:

- **Regional Divisions**
 - *To be represented by delegates who may attend, debate and vote at General Meetings, Special General Meetings and Annual General Meetings of Archery Australia*
- **Affiliated Clubs**
 - *To be represented by delegates who may attend, debate and vote at General Meetings, Special General Meetings and Annual General Meetings of the Regional Division*
 - *May attend General Meetings, Special General Meetings and Annual General Meetings of Archery Australia but have no right to debate or vote*
- **Individual Members**
 - *May attend General Meetings, Special General Meetings and Annual General Meetings of the Regional Division but have no right to debate or vote*
 - *May attend General Meetings, Special General Meetings and Annual General Meetings of the Archery Australia but have no right to debate or vote*
- **Life Members**
 - *May attend General Meetings, Special General Meetings and Annual General Meetings of the Regional Division but have no right to vote*
 - *May attend General Meetings, Special General Meetings and Annual General Meetings of the Archery Australia but have no right vote*
- **Corporate Members**
 - *May appoint a representative to attend General Meetings, Special General Meetings and Annual General Meetings of the Regional Division or Archery Australia but have no right to debate or vote.*

Strategic Objective 1: OPERATIONAL EXCELLENCE

Archery Australia is a modern organisation with a unified national governance structure incorporating Regional Divisions and local clubs all working towards a single implementation plan making the sport inclusive and efficient by effectively utilising our collective resources being responsive to the needs of members and the public.

STRATEGIES

1) To ensure greater financial growth and sustainability

Key Actions:

- i. Review of the current membership structure including fees and investigate various membership options*
- ii. Review regional division fees moving to a consistent fee structure across all regions*
- iii. Implement new Membership Database, which allows for clubs to manage their members in a consistent and efficient manner while individual members, can view their own records and update (if required) online*
- iv. Restructure the process for paying fees with a direct line from clubs to Archery Australia, to speed up the membership process and reduce the administrative burden on volunteers in each Regional Division.*

2) Implement greater national strategic alignment with an accountable and compliant structure

Key Actions:

- i. Review the administrative processes at all levels with a the goal of streamlining the current administrative structures, including staffing requirements (paid and volunteer) and possibly the sharing of functions*
- ii. Implement a restructured nationally agreed framework to facilitate Archery Australia taking a greater directing role, developing national strategies, policies and procedures that would be implemented by the Regional Divisions supported by Event and Development Officers*
- iii. Redefine the role and membership of the National Strategic Planning and Development Committee as the body responsible for the development of the National Strategic Plan. The Archery Australia Board would administer the sport with input from the Regional Divisions through the Strategic Planning and Development Committee*
- iv. Redefine the role of the regional organisations from a governing body to a Regional Division responsible for the implementation, and delivery of national strategies, policies and procedures at a club and member level*
- v. Develop and implement a Memorandum of Understanding with Regional Divisions outlining operational responsibilities and behaviours to ensure greater cooperation and coordination of national strategies and plans*
- vii. Review the boundaries of each Regional Division to ensure they truly reflect the needs of the sport. This is particularly important in Queensland where the Regional Division would need to*



change to Archery Queensland possibly with 2 sub regions to ensure effective representation with State government

- viii. *Develop an accreditation system for Clubs to ensure greater compliance with national standards and programs while retaining the effective public face of the sport at a local level.*

3) Develop and implement streamlined systems and processes

Key Actions:

- i. *Review and reform administrative systems to ensure greater national efficiency through shared or centralised functions to reduce duplication and effort.*

4) Implement quality product delivery, governance and leadership

Key Actions:

- i. *Implement procedures that enable the Regional Divisions to automatically adopt and implement all National Policies and Procedures*
- ii. *Delegate to Regional Divisions the role of compliance monitoring of clubs in the adoption and implementation of policies, procedures and programs.*

5) Ensure greater communications and collaboration with all stakeholders

Key Actions:

- i. *Ensure direct communications from Archery Australia to clubs speeding up the current process while removing the administrative burden on volunteers within each region*
- ii. *Ensure greater utilisation of national archery magazines such as Archery Action to promote the sport by including a regular section on Archery Australia and our activities*
- iii. *Arrange for reduced subscription rates to these magazines for members.*

6) Instil a collaborative and accountable behaviour aimed at improving the sport experience

Key Actions:

- i. *Establish a nationally uniform club registration and accreditation system, implemented by MOUs to ensure that all clubs comply with all National Policies and Procedures.*
- ii. *Implement a star rating system for clubs to give potential new members the opportunity to select clubs that best suit their needs.*

7) Implement a national identity and brand

Key Actions:

- i. *Develop a strong national identity and branding for Archery Australia consistent with World Archery*
- ii. *Ensure all Regional Divisions and clubs review their own identity to meet the requirements of the National Image, Branding and Logo Policy*



iii. Ensure all relevant websites, documents and publications comply with the National Image, Branding and Logo Policy.

8) Establish Australia as a leader on the international stage

i. Ensure Archery Australia is represented at all FITA Congresses

ii. Nominate and promote Archery Australia members into FITA positions.



Strategic Objective 2: GROWTH, PARTICIPATION AND DEVELOPMENT

More people will experience and regularly participate in archery as a healthy sport because of the facilities, instruction, coaching and programs that cater for all ages and those with special needs.

STRATEGIES

1) Ensure greater promotion and awareness of the sport with local communities

Key Actions:

i. Develop and promote a range of promotion material available in template format to all Regional Divisions and clubs.

2) Ensure that all new participants are welcomed and have a well structured and managed introduction experience

Key Actions:

i. Review the current Archery Instructor and Club Coach programs

ii. Review the Community Instructor Program and expand with existing providers

iii. Expand Community Instructor Program to other outside organisations

iv. Regional Divisions through the Instructor and Coach Development Committee to conduct regular Archery Instructor and Club Coach courses as well as upgrade seminars

v. Regional Divisions and the Instructor and Coach Development Committee shall ensure all instructor, coaches and clubs comply with the program guidelines

vi. Develop and introduce a welcoming process for new members which can be utilised by clubs.

3) Develop and expand community links as a means of participation growth

Key Actions:

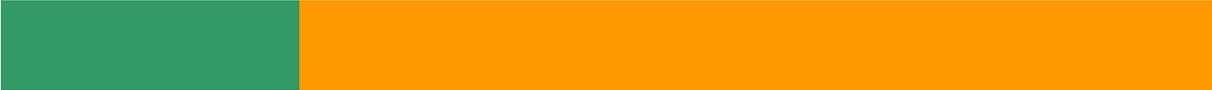
i. Identify a responsible person in each region to act as the Liaison Officer or engage an Event and Development Officer who shall further develop links with external organisations.

4) Ensure that all facilities are inclusive and safe in a fun and inviting environment

Key Actions:

i. Ensure safety receives the highest priority with clubs required to sign an MOU which will detail, along with many other requirements, their safety responsibilities. Regional Divisions will be empowered to carry out compliancy audits to ensure each club complies with MOU requirements

ii. Ensure the Club Development and Policy and Procedure Committee works with Regional Divisions to deliver Member Protection and Club Management education seminars annually in each Regional Division.



5) To ensure quality venues and facilities

Key Actions:

- i. Ensure as part of Club Accreditation that all Clubs undertake regular Risk Management Assessments in line with the Archery Australia Risk Management Policy and Procedure and institute any preventative actions*
- ii. Implement a national reporting system on any Risk Management Assessment to Archery Australia through the Regional Division that will have the authority to carry out any follow up audits and inspections.*

6) To ensure activities and events cater for all

Key Actions:

- i. Facilitate regional Divisions to take on an education role informing clubs on the Archery Australia Rating System and Archery Australia Classification and Awards system and encourage clubs to establish a club calendar and conduct regular clubs events to allow people to claim awards*
- ii. Ensure regional Divisions review their current tournament program with a view of introducing events for the new developing member; these events to be shorter distances and include divisions based on ability*
- iii. Ensure regional Divisions and clubs introduce shorter distance events to their annual calendar that cater for the new developing member.*

7) To ensure high quality Coach and Instructor education

Key Actions:

- i. Establish the Instructor and Coach Development Committee*
- ii. Complete re-registration of program with ASC*
- iii. Undertake regular reviews and updates of all course materials by the Instructor and Coach Development Committee*
- iv. Conduct annual Instructor and Coach Seminars for development and upgrading in each Regional Division*
- v. Establish links between National Head Coach and the Regional and High Performance Coaches to develop a coaching pathway.*

8) To facilitate the development of quality, well managed clubs

Key Actions:

- i. Conduct seminars within each Regional Division to assist clubs to better administer an efficient, consistent and uniform manner*
- ii. Review and redistribute the Club Management manual*
- iii. Maintain the current Club Development and Member Protection Seminars.*

9) To ensure safe, inclusive and friendly venues, which are accessible and available to all.

Key Actions:

- i. Undertake an audit of clubs and venues.*

10) To facilitate regular well managed, quality competitions, open to all

Key Actions:

- i. Review the current rule book to ensure it is clear, concise and easy to understand*
- ii. Introduce new competitions aimed totally at new and developing members; in particular these events should be conducted regularly, involve short distances and classes based on ability which cater for all performance standards*
- iii. Promote and expand the Archery Australia Classification and Awards System so it is accessible and available to all members*
- iv. Expand the current OzBow and Pathway programs and link with a new competition structure.*

11) To provide local and regular training environments and opportunities for progression

Key Actions:

- i. Identify and target key venues that wish to become established as “Centres of Excellence” or “Regional Training Centres”; these venues to be available to members who wish to train and develop their skills*
- ii. Develop a Pathway Program and Talent Identification Program and work with Regional Divisions for its introduction and management*
- iii. Development Pathways for all shooting categories; in particular compound and field archery*
- iv. Ensure the High Performance Program has a focus on both Recurve and Compound bows while taking funding limitations into account*
- v. Promote and expand Field Archery which has become a neglected element of the sport and has reduced in popularity over recent years partly due to the focus on Olympic success.*

12) Experienced event directors

Key Actions:

- i. Utilise the FITA Event Manual to develop the Archery Australia Event Manual.*
- ii. When the manual is completed, conduct training courses around Australia and establish a list of trained and accredited Event Organisers.*

13) Experienced technical officials

Key Actions:

- i. Review National Judge Training Course Manual and arrange re-accreditation with ASC*
- ii. Review Open Book exams in Target, Field, Indoor and Clout*



iii. Review accreditation criteria for NJCs and reaccreditation criteria for NJs

14) National events calendar

Key Actions:

i. Maintain and expand to include all events conducted in Australia. Invite clubs to also list their activities on the National Calendar.

15) Identified venues

Key Actions:

i. Following the National Venue Audit, investigate and list venues suitable for National Championships, Australia Open, etc.

16) Quality management and delivery

Key Actions:

i. Review National Championship Operational Manuals



Strategic Objective 3: COMMUNITY ENGAGEMENT AND DEVELOPMENT

The community sees archery not only as a healthy activity and pastime that can be enjoyed by all ages and gender which caters for all abilities, but also an activity to reduce social isolation and enhance personal development.

STRATEGIES

1) Engagement with Community

Key Actions:

- i. Develop further ties with current external providers while at the same time develop new ties with other community groups such as Camping Australia, Adventure Sports, Australia etc.*
- ii. Make contact with each State Department of Education and work to establishing archery as a school sport*
- iii. Ensure all "Community" based material is branded with Archery Australia's look and image.*

2) All inclusive sport philosophy

Key Actions:

- i. Review all documentation to ensure its content reflects an "All Inclusive" philosophy.*

3) Community Marketing and Brand Recognition

Key Actions:

- i. Review all documentation to ensure it complies with the Archery Australia Image, Branding and Logo Policy*

4) Promotion of Health and wellbeing

Key Actions:

- i. Review all promotional and general documentation to ensure it makes positive references to health benefits and inclusiveness.*



Strategic Objective 4: HIGH PERFORMANCE PATHWAYS FOR ELITE ATHLETES AND COACHES

Introduce a major cultural shift in Australian archers and coaches who aspire to represent their sport and their country toward a more athletes and coaches focused approach. This will be achieved through a structured and unswerving focus espousing the philosophy of true technical, physical, and psychological excellence in the sport.

STRATEGIES

1) High Performance Management and Finance

Key Actions:

- i. Develop and implement an Effective High Performance Management Structure*
- ii. Maximise High Performance (HP) funds and resources ensuring increased athlete and staff retention as well as a defined succession plan to cope with any loss of HP staff.*
- iii. Develop a quarterly on HP expenditure reporting process to the Board and ASC.*

2) International and Domestic Competition

Key Actions:

- i. In line with ASC expectations develop team selection methodology capable of identifying archers who can be extended beyond their comfort zone supported by a professionally managed development and training program designed to extend them to the top level of excellence.*
- ii. Only select team members with the appropriate skills and abilities to win medals at international events.*

3) Daily Training Environment

Key Actions:

- i. Develop and Implement “Daily Training Environment” for both recurve and compound.*
- ii. Liaise with RGBs to develop decentralised training centres.*

4) Coaching Development

Key Actions:

- i. Review the National Coaching program, manuals and resources.*
- ii. Develop and implement Coach Development Programs thereby ensuring a High Performance future for the sport and expanding the pool of talent.*

5) Athlete Development

Key Actions:

- i. Liaise with RGBs to develop Emerging Athlete and Sub-Elite Development Program thereby ensuring a High Performance future for the sport and expanding the pool of talent.*

How do we get there?



- *Agree on our “Cultural Framework”*
- *Define and agree on roles and responsibilities*
- *Develop the strategies*
- *Implement/monitor/adapt*



Cultural framework

We encourage a long term focus on Archery in Australia

We permit a level of control over the skills and expertise held by the National Board

We enable timely and effective decision making to occur

We trust in each others' decision making

We are innovative and proactive

We enable performance management to occur

We aim to reduce conflicts of interest at all levels

We drive "Archery Australia" as the brand of the collective

We always take a collaborative approach to decision making

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”



Roles and Responsibilities

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

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

- Be welcomed into a well run organisation
- Be registered as members and pay a fee
- Have some form of membership identity
- Receive archery instruction from competent accredited instructors/coaches
- Be covered by insurance
- Receive recognition/awards for levels of competence/achievement
- Be offered the opportunity to contribute and participate more
- Be able to purchase merchandise, etc
- Receive regular communications on events, programs, tips and advice

Clubs

- 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
- Deliver basic archery instruction and accredit beginners
- 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
- Liaise with Local Authorities and local bodies

Regional Divisions

- Oversee and monitor the implementation of nationally approved standards, policies and procedures by Clubs
- Organise State competitions, events and championships
- Liaise with State Governments for funding and policies
- Contribute to the development of the National Strategic Plan and National Implementation Plan
- Implementation of the National Strategic Plan and National Implementation Plan, and National programs
- Assist in the recruitment and training of officials and coaches

Archery Australia

- Develop a National Strategic Plan and National Implementation Plan for the organisation of the sport in Australia
- 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 FITA 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
- Establish 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, AIS
- Employ National staff and Head National Coach

“Prepare for the worst, plan for the best”



FORWARD THINKING

“The plan is for the future and not the decisions of the past”