



ARCHERY

South Australia

STRATEGIC PLAN & ACTION PLAN

2017-2021

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Glossary of terms used in this document

3DAAA	3-D Archery Association of Australia
AA	Archery Australia Inc
ABA	Australian Bowhunters' Association
ACGA	Australian Commonwealth Games Association (SA Division)
AIS	Australian Institute of Sport
ARCHERY SA	ARCHERY South Australia Inc
ASC	Australian Sports Commission
CALD	Culturally & Linguistically Diverse
DoS	Director of Shooting
HPC	AA's High Performance Committee
ICT	Information and Communications Technology
MoU	Memorandum of Understanding
HNC	Head National Coach
NSO	National Sporting Organisation
ORS	South Australian Government - Office for Recreation & Sport
RGB	Recognised Governing Body
SAOC	South Australian Olympic Council
SASI	South Australia Sports Institute
Sport SA	South Australian Sports Federation
STG	SportsTG/Sports Technology Group (membership database provider)
WA	World Archery

1. OVERVIEW OF PLAN

1.1 SCOPE OF THE PLAN

This four-year plan is developed by ARCHERY South Australia Inc (ARCHERY SA).

This Strategic Plan, while it is laid out in a South Australian context, provides an outline of the direction for archery for the next 4 years.

This Strategic Plan is expected to align with the Strategic Plan developed in 2016 by Archery Australia which, *inter alia* is the overarching body for the sport.

As a result, the format of the new ARCHERY SA Strategic Plan has been changed to reflect the National body's Strategies. The Archery Australia document sets out its aims as follows:

- Satisfied members and supportive Clubs
- More participants and membership growth with access to all
- Diversity and equity
- Competitiveness and elite success
- Well managed Clubs, Regional Governing Bodies and Archery Australia as the NSO with unit relationships
- Self-reliance and effective revenue streams
- Governance
- Stable relationships with partner organisations

1.2 OBJECTIVES AND ACTIVITIES OF ARCHERY South Australia

"The Objects of the Association are to:

- (a) encourage, promote, advance and administer the Sport throughout South Australia
- (b) arrange, conduct and regulate competitions in the Sport
- (c) affiliate with the NSO and act as its South Australian affiliated member
- (d) maintain and enhance the reputation of the Sport and the standards of play and behaviour of Participants and
- (e) undertake and or do other things or activities which are necessary, incidental or conducive to the advancement of these Objects."

(These include

- the districts allotted to ARCHERY SA by Archery Australia (i.e. Broken Hill and Sunraysia)
- abiding by the Constitution and Rules of Archery Australia
- encouraging the formation and growth of archery clubs
- promoting an environment where archers can achieve their individual ambitions and perform at their highest level
- promoting the training and accreditation of Archery Coaches, Judges and other officials
- tournaments to determine State Champions and such other tournaments and competitions as may be programmed from time to time
- arranging for representatives in National Tournaments and for the conduct of trials for those members seeking selection for international events
- recognising State Records and to claim Australian records on behalf of its members

This Strategic Plan 2017-2021 has regard to the Objects of ARCHERY SA and Archery Australia and attempts to closely align with the Strategic Plan of Archery Australia.

1.3 THE PLAN

Governance

Strategic Objectives

- ARCHERY SA as the RGB
- Simplification of management processes at all levels
- Attract and retain volunteers, of all ages, for succession
- Attract and use best management skills and practices

Sustainability

Strategic Objectives

- 1,000 members
- Many qualified coaches and judges in every Club
- Strong Club communities
- Commercially sustainable sport
- Increased retention rates

Development and Growth

Strategic Objectives

- Help deliver the National integrated development program
- Greater participation from all parts of the community

Archery Performance Pathway

Strategic Objectives

- South Australia becomes a major player nationally
- Podium finishes at every National Championship

The ARCHERY SA Strategic Plan is developed as follows:

Governance

Strategic Objectives

- Maintain effective communication with and between Clubs and Archery Australia and within ARCHERY SA
- Ensure that lines of communication are always available to individuals
- Contribute to and actively support the development of the sport
- Maintain an efficient and effective administration
- Manage the finances of the RGB in an effective and comprehensive manner
- Enhance the long-term financial viability of ARCHERY SA to enable it to implement development programmes and projects in an orderly and appropriate manner
- Collaborative arrangements with other key organisations
- Compliance with relevant legislation
- Uniform reporting processes from Clubs, through to the RGB and to AA
- Work with Clubs to ensure their Constitutions meet current expectations

Sustainability

Strategic Objectives

- Maximise use of the STG membership database and other functions



- Assist Clubs to move fully online and facilitate training
- Actively support use of The Archer's Diary for Club (scores) recording processes
- Conduct a feasibility study of creating a Centre of Excellence at Mylor

Development and Growth

Strategic Objectives

- Provide opportunities for coaches and officials to participate in courses
- Continue to develop and promote the ARCHERY SA home ground at Mylor
- Promote archery program to schools, involving schools becoming self-sufficient
- Implement revised OzBow self-progression program (based on the Archery Tasmania model)
- Develop a Diversity and Inclusion Strategy

Archery Performance Pathway

Strategic Objectives

- Maximise opportunities for archers to qualify for State and National representation

2. CONCLUSION

The Strategic Plan maps out the aspirations of ARCHERY SA from 1 July, 2017, to increase the effectiveness of administration, improve the growth of the sport at the entry level, retain membership, engage the community and to raise the performance of our athletes.

ARCHERY South Australia
STRATEGIC PLAN 2017-2021

3. ACTION PLAN FOR 2017/2018, 2018/2019, 2019/2020, 2020/2021

** Sub-headings in bold are from the Archery Australia Strategic Plan

Governance	Priority (H, M, L)	Lead by	Completed by	Progress	Comment
** Maintain Relationships					
1.1 Maintain effective communication with and between Clubs and Archery Australia and within ARCHERY SA and external bodies	H	Board	Ongoing		
1.2 Ensure that lines of communication are always available to individuals	H	Board	Ongoing		Imperative that we continue to listen to individuals and Clubs
1.3 Contribute to and actively support the development of the sport	H	Board / Clubs	Ongoing		Provide funding to assist Clubs with Volunteer recognition events
Sound Management					
1.4 Maintain an efficient and effective administration	H	Board	Ongoing		Succession planning / paid admin? Appointment of Independent Directors
1.5 Manage the finances of the RGB in an effective and comprehensive manner	H	Board / FGA	Ongoing		Upgraded the financial reporting to a rigorous standard
1.6 Enhance the long-term financial viability of ARCHERY SA to enable it to implement development programmes and projects in an orderly and appropriate manner	H	Board	Ongoing		Full reporting and budgeting with oversight by the Board
1.7 Collaborative arrangements with other key organisations	M	Board	Ongoing		Develop open links/discussions with other RGBs
1.8 Compliance with relevant legislation	M	Board / FGA	Ongoing		Clubs are required to be Incorporated
Effective Sport Management					
1.9 Uniform reporting processes from Clubs, through to the RGB and to AA	L	Board / P&M	Nov, 2017		Participation in sport needs to be reported. Clubs be expected to annually report their financial positions
Improved Functionality					
1.10 Review Committee functions, needs and reporting	M	Board / P&M	Oct, 2017		New Committee system implemented Oct, 2016 Develop Terms of Reference for Coaching Committee
1.11 Work with Clubs to ensure their Constitutions meet current legislative & community expectations	L	ARCSA/ Board	2020		Clubs to have Constitutions that comply and are pertinent

Sustainability	Priority (H, M, L)	Lead by	Completed by	Progress	Comment
Membership Management					
2.1 Assist Clubs to exploit the full potential of the SportsTG membership database	H	P&M	Jul, 2018		Active responses to enquiries Training workshop (similar to that provided in 2016)

Marketing					
2.2 Help Clubs develop websites which inform the general public and promote the sport	L	Comms	Dec, 2017		Training session
Funding					
2.3 Develop a budget that provides a strategic focus	H	Board / FGA	Jun, 2017		Completed May, 2017. Encourage Clubs to follow suit
Resources					
2.4 ARCHERY SA advocates for infrastructure and facilities to meet the needs of archery into the future	H	Board / T&E	2018		Mylor lease signed (June, 2017). AH Council endorsement. Other on-site projects commenced.

Development & Growth	Priority (H, M, L)	Lead by	Completed by	Progress	Comment
Role-Model Clubs					
3.1 Promote Clubs and activities that others can learn from	M	Comms	Jul, 2018		Encourage Clubs to look at the bigger picture Promote the Youth Arrows program
Training Systems Needs					
3.2 Develop and promote training workshops for Club administration and other activities	M	Comms	Jul, 2018		
Grow Membership					
3.3 Opportunities for Coaches	H	Coach	Jun, 2018		Coaches courses – Level 1 & Level 2 Coaching seminar for archers
3.4 Recognise achievers and contributors	H	Award	Jun, 2017		Call for submissions from Clubs
3.5 Develop and Implement Diversity & Inclusion Policy	H	P&M / Coach	Jun, 2018		To be successful, full consultation and to be embraced by all and in full
Social Media/Sport Promotion					
3.5 Implement the OzBow self-progression program	H	Comms / Clubs	Dec, 2017		Provide TAS system to Clubs, modified for SA
3.6 ARCHERYSA raises the profile of archery through effective promotion	H	ARCSA / Clubs	Jun, 2017		Publicity Arrows program Continue to encourage Clubs to develop links with local schools
New Initiatives					
3.6 Mylor – a Centre of Excellence?	L	Board	2021		Develop field archery capability National events Feasibility of building a centre

Archery Performance Pathway	Priority (H, M, L)	Lead by	Completed by	Progress	Comment
Archery Pathway					
4.1 Continue to promote a State Squad system	H	Coach	Ongoing		For first timers striving to improve, implement a talent identification process. Liaise between Clubs and RGB Review Selection Policy
4.2 Elite pathways, training and competitions are well coordinated in our area	H	Coach	April, 2017		Additional QREs at Mylor Youth Development Squad The Archer's Diary as "standard"
4.3 Our archery coaches have access to the training and support they need to perform at their best	H	Coach	Jun, 2017		Integration with the review by Archery Australia of the National Coaching Program
Information Technology					
4.4 Archer's Diary	H	Rec	Dec, 2017		Clubs and archers to become familiar & proficient with the system Provide support for Clubs
Innovation/Ahead of the Game					
4.5 Review tournament formats	M	Board / T&E / Rec	Dec, 2017		Ensure tournaments remain relevant and meet demand
Community Archery Development					
4.6 Develop OzBow	M	P&M / Comms / Clubs	Oct, 2018		Promote OzBow to the community through Clubs
Teams Funding					
4.7 Maintain support for State Teams to the National Archery Championships and the National Youth Archery Championships	H	Board / FGA	Jul, 2018		Develop a system of self-sustainability; i.e. not absolutely reliant on Govt funding

Completed/Ongoing	Commenced	Not Started
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ARCSA	ARCHERY SA, the organisation	P&M	Policy & Membership Committee
FGA	Finance, Grants & Audit Committee	Coach	Coaching Committee
Comms	Communications Committee	Rec	Recorder
T&E	Tournament & Equipment Committee	Award	Awards Committee
Youth	Youth Committee		

4. APPENDICIES

4.1 ARCHERY IN SOUTH AUSTRALIA

ARCHERY SA comprises the Clubs within the State of South Australia, the Broken Hill district of NSW and the Sunraysia district of Victoria (and all the members of those Clubs), which choose to apply for membership and are prepared to support the promotion and practice of archery in accordance with the Constitutions and Rules of ARCHERY SA and Archery Australia. ARCHERY SA is a democratic organisation, where the Clubs elect the Board. Each Club has one vote. Each individual member has the right, privilege and responsibility to contribute and participate in the operation of ARCHERY SA and Archery Australia.

Members are afforded the protection of a national public liability insurance cover to \$20,000,000. Membership provides for organised, uniform interchange and activity between Clubs and members and offers the recreation and competition to meet the needs of individual members of the Clubs.

Coaching accreditation under an Archery Australia Scheme is provided at Instructor, Club Coach, Regional Coach and High Performance Coach levels.

Archers in South Australia have formed a strong tradition at the elite level, with selection at Olympics since archery was reintroduced to the Games in 1972. SA representation at international level in the previous 4 years includes:

- 2016 **2016 World Archery World Field Archery Championships, Dublin, IRE**
Compound
Female: Sherry Gale (22nd) (Team 9th)
Recurve
Female: Nicky Stuu (26th)
Male: Simon Fairweather, OAM (12th) (Team 6th)
- 2016 Junior Trans Tasman Championships, Christchurch, NZL**
Compound
Cub Male: Rory Blake (1440 Round - 1st, Matchplay - Bronze)
Cadet Male: Callan Ineson (1440 Round - 3rd)
Recurve
Cadet Female: Clare Reuther (1440 Round - 1st, Matchplay - Silver)
Cadet Female: Shannon Blyth (1440 Round - 2nd, Matchplay - Silver, Mixed Team - Bronze)
20&Under Male: Travis Pauley (1440 Round - 1st, Mixed Team - GOLD)
(Australia won Trans Tasman Trophy)
- 2016 World Archery Oceania Target Championships, Nuku'Alofa, TGA**
Recurve
Junior Female: Clare Reuther (Gold Medal)
Compound
Cadet Male: Callan Ineson (Bronze Medal)
- 2016 World Archery Indoor Championships, Ankara, TUR**
Recurve
Junior Female: Clare Reuther (Ranked 20th, Finished equal 9th) (Team 8th)
- 2014 **2014 Trans Tasman Teams Tournament, Brisbane, AUS**
Recurve
Cadet Female: Clare Reuther
(Australia won Trans Tasman)
- 2013 **2013 World Archery Target Championships, Antalya (Belek), TUR**
Compound
Female: Sherry Gale (57th) (Team 9th)
Male: Patrick Coghlan (17th) (Team 9th)
- 2013 World Crossbow Championships, Visby, SWE**
Crossbow – Target
Open Female (target): Deb Upright (4th)
Crossbow – Forest
Open Female (target): Deb Upright (Silver Medal)
Teams Events – Target
Mixed: Bronze (**Deb Upright**, Grimston, Lancaster)

4A. REVIEW OF ACTIVITIES

4A.1 REVIEW OF THE 12 MONTHS ENDED 30 JUNE, 2016

- Successfully hosted the SA portion of the National Indoor Archery Championships in July, 2015 at The Farm & Goolwa
 - Attended the 2015 National Archery Championships (Morwell, Victoria)
 - SA Team Results – female compound team members (1) represented the State well finishing 5th in Target & 13th in the Field event. The female recurve team members (1) finished 12th in Target & 7th in the Field event. Male recurve team members (3) finished with - **Gold Medal**, 17th and 21st in Target and 11th, 14th and 18th in Field. Men compound (3) – **Silver**, 5th and 6th in Target, **Bronze**, 4th and 6th in Field
 - SA archers attended the 2016 Australian Youth Archery Championships (Penrith, NSW)
 - Results – National Youth Archery Championships. A team of 10 archers with 2 Officials. The medal count was 21: 8 Gold, 4 Silver and 9 Bronze. In addition there were some impressive national records set by state team members and WA Star awards attained. The Matchplay was our most successful day; it was very pleasing given the emphasis on mental preparation and matchplay at State junior training days.
- Officials attended the various Judging and Coaching meetings
 - The President attended the Annual General Meeting of Archery Australia in Sydney
 - Tournament entry fees were continued at a standard rate to encourage participation in all tournaments. Online entries were mandated for all events.
 - 2016/2017 Budget was adopted with a small increase (\$2) in fees – the first increase for several years
 - ARCHERY SA participated as a member of Sport SA, the SA Olympic Council and the Australian Commonwealth Games Association (SA Division)
 - The ARCHERY SA Annual General Meeting was held at State Association House
 - The 2016 State Championships were successfully conducted
 - Planning proceeded for hosting the Archery Australia National Championships in October, 2016
 - Negotiations continued to find a home base. Investigations into an Adelaide Hills venue continued and it looks likely to come to fruition
 - A new Constitution was adopted in November, 2015 to take effect from 1 July, 2016. The Constitution establishes a Board of Management.
 - Participated in the 2016 SRSP Stakeholder Feedback Survey – our overall rating with our stakeholders improved

4A.2 FINANCIAL SUMMARY FOR YEAR ENDED 30 JUNE 2016

INCOME AND EXPENDITURE STATEMENT
YEAR ENDING 30th JUNE 2016

<u>SALES</u>			6,561.85
	PURCHASES	5,072.30	
	STOCK 1/7/2015	<u>6,561.25</u>	
		11,633.55	
	LESS STOCK 30/6/2016	5,281.00	
			<u>6,352.55</u>
			209.30

BUDGET

<u>INCOME</u>			
	AFFILIATION (ASA)	35,702.91	
	STATE TEAMS	1,193.99	
	COACHING	458.88	
	ADMINISTRATION	0.00	
	FUNCTION ATTENDANCE	0.00	
	BOW PRESS	0.00	
	TOURNAMENT	8,046.46	
	MISCELLANEOUS	0.00	
			45,402.24
<u>EXPENSES</u>			
	EQUIPMENT PURCHASE	2,919.99	
	STATE TEAMS	7,054.99	
	COACHING	0.00	
	ADMINISTRATION	6,195.45	
	FUNCTION ATTENDANCE	512.74	
	BOW PRESS	417.69	
	MISCELLANEOUS	0.00	
	OTHER AFFILIATION	319.00	
	TOURNAMENT	23,803.44	
	BANK CHARGE	91.00	
			<u>41,314.30</u>
	Budget Balance:		4,087.94

ACCUMULATION FUND

<u>INCOME</u>			
	SALES	0.00	
	FUND RAISING	0.00	
	PRESENTATION DINNER	1,858.66	
	SCHOLARSHIP	0.00	
	DEVELOPMENT PROGRAM	0.00	
	Sport & Recreation Sustainability Program Grant	17,500.00	
	Major Events Raised	10,820.03	
	INTEREST	12,594.60	
			42,773.29
<u>EXPENSES</u>			
	SALES	765.38	
	PRESENTATION DINNER	1,965.00	
	DEVELOPMENT PROGRAM	0.00	
	SCHOLARSHIP	0.00	
	Sport & Recreation Sustainability Program Grant	17,500.00	
	CLUB GRANTS	0.00	
			<u>20,230.38</u>
	Accumulation Balance:		22,542.91