



Grange Company of Target Archers Inc

t/a Samford Valley Target Archers

Strategic Plan 2017 – 2021

A five year rolling plan for the strategic direction of the target archery club at Samford



MISSION

To provide affordable opportunities for participation in archery by people of all ages and abilities, within a family-friendly environment.

KEY DRIVERS

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

1. INTRODUCTION

This Strategic Plan is an update of the original Model Development Plan formulated in 2006 when the club first proposed moving to Samford.

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 planning meetings were held with club members to identify the club's desired future direction, and reviews were undertaken by the Management Committee to formulate strategies for advancing these objectives. This process ensured that the plan is representative of the club's members.

The Strategic Plan addresses three planning questions;

Where are we now?

The current situation of the club

Where do we want to be in the future?

The direction that club 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 by the club to achieve the desired outcomes.

The Strategic Plan is a living document and is framed as a 5 year rolling plan and shall be subject to regular reviews and in 2020 a major review.

2. WHERE ARE WE NOW?

The Organisation

Legal name	Grange Company of Target Archers Inc
Registered Business Name	Samford Valley Target Archers
Tenure	A 10 year lease with MBRC until January 2026
Local Government	Moreton Bay Regional Council
Management Committee	President Brian Hagaman Vice President Nick Horley Secretary Evan Fisher Treasurer Alison Hagaman Bruce Symes Michael Schilling
ABN	63 639 289 573
GST status	registered
Affiliations	South Queensland Archery Society Archery Queensland Archery Australia World Archery (formerly FITA)

Activities	Outdoor target archery Indoor target archery Clout archery Field archery
Participation levels	Club events Inter-club events National level events International events
Venue competition	Club Championships Regional Championships National Championships

Membership

2009

Membership Category	Males	Females	Total
Seniors	70	30	100
Juniors	40	10	50
TOTAL	110	40	150

2015

Membership Category	Males	Females	Total
Seniors	114	43	157
Juniors	59	28	87
TOTAL	173	71	244

2017 (as of 27.08.17)

Membership Category	Males	Females	Total
Seniors	125	46	171
Juniors	39	26	65
TOTAL	164	72	236

Catchment Area

The club home ground is now located at Samford Parklands 2204 Mount Samson Rd Samford Valley which is about 500m north of Samford Village. The Samford Valley has outstanding natural beauty and the Samford Parklands is a setting which abounds with attractive natural and peaceful rural/residential landscapes.

The club is the only target archery club on the north side of the Brisbane River to the Sunshine Coast, and has a very large catchment area with members drawn from all over Moreton Bay Region and north Brisbane and even from the Sunshine Coast area. Local membership is drawn from the immediate surrounding localities of Samford, Samford Village, Samford Valley, Camp Mountain, Cedar Creek, Closeburn, Draper, Highvale, Jollys Lookout, Mount Glorious, Mount Nebo, Wrights Mountain and Yugar. The next catchment zone out includes the hills district of Moreton Bay and Strathpine/Bray Park areas, then Redcliffe and Caboolture and Dayboro, in Brisbane the Ferny to Mitchelton zone, the Gap area and Aspley catchments.

Being a target archery club, the club 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.

According to census data the Moreton Bay Region is one of the fastest growing regions in Australia and in Samford Valley 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. Individual income levels indicate a large proportion of residents with high relative incomes at about twice the state average.

A significant number of young residents in Samford Valley provide a strong target market from which the club can draw members. The club prides itself on being a family friendly club, which is ideally suited to the local demographics, with the majority of residents living in family households.

Population growth is expected to continue to be strong in the catchment area which will put considerable pressure on the local council and the State government to provide services and the club as a non-government sport and recreation provider is well placed to meet this growing demand.

History

The Grange Company of Target Archers was established in 1947 and is the oldest archery club in Queensland. The club originally operated from Hickey Park on the north side of Brisbane, then Emerson Park at the Grange for many years, and it moved to Samford on 26 January 2009 with the construction of an Indoor Archery Facility.

Core Business

The core business is to;

- Provide target archery recreational opportunities for members
- Provide target archery sporting opportunities for members
- Promote target archery for the wider archery community by hosting major events

The business drivers are to;

- Administer archery activities
- Provide high quality facilities
- Provide qualified coaches
- Maintain affordable participation
- Foster a family-friendly environment
- Be a respected member of the local community
- Participate in the wider aspects of the sport of archery

SWAT Analysis

Strengths

- A family friendly culture of participation for enjoyment
- Strong active committee – good governance, risk and financial management, good communications to members, good involvement of members
- Sound coaching base – good coaching administration with dedicated and knowledgeable coaches
- Sense of community – altruistic and a willingness to help
- Depth of knowledge – archery (equipment/rules/tournaments/coaching) and non-archery (management/IT/legal/planning/engineering/building)
- Good council interaction and relationship
- Development opportunities – for all members and good role models for young people
- 24/7 access to the grounds
- Diversity of the facility – 3 fields for target and clout, 2 indoor halls, practice field lanes, coaching and training venue, equipment maintenance workshop, tournament equipment, administration computers

Weaknesses

- Loss of too many members after 1 to 2 years
- Too few high level coaches
- Improving skill level of new members to develop them to intermediate level, purchase equipment and undertake competitive archery
- Not enough interclub competitions
- Indoor halls are not joined – fire hydrant
- No undercover break out area to increase the amenity of the club – a “drop in” members culture/atmosphere
- Inadequate shade on the shooting line – due to membership growth
- Better DOS stand with roof – central
- Parking not delineated
- Poor access from Mt Samson Rd
- Security of the facility

Opportunities

- Increase volunteer base further
- Expand membership numbers further
- Continue to apply for grants
- Open facility more often – more mornings, more nights, more Sundays
- Expansion of the buildings
- Equipment supply to new members
- Coaching technology suite
- Large entrance sign to attract attention
- Expand matchplay competitions
- Improve succession capability – training and opportunities
- Archery Australia's high performance program is based in Brisbane
- Aging population and a large retiree base in the area

Threats

- Potential for regulation of bows
- Possibility of litigation from an injury
- Loss of reputation from an incident – community perception of us
- Impact of an adverse change in the club's culture
- Increase in council fees or adverse lease conditions
- Coaches undervalued
- Volunteers efforts not adequately recognised
- Volunteers suffer from burnout - more volunteers to reduce reliance on the core
- Arrow shot out of grounds
- Unauthorised access to the grounds

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 club would like to focus on over the next 5 years to achieve its vision.

- Facilities and Equipment
 - Improved facilities
 - Additional equipment
- Administration, Finance and Membership
 - Additional revenue
 - Additional membership
- Volunteer Management
 - Recognised/rewarded and appreciated volunteers
- Coaching
 - Improved training for members
- Competition & Participation
 - Improved competitions
 - More recreational participation opportunities
- Social
 - Additional social functions
- Reputation Management
 - Sustain our good reputation within the community
 - Maintain good relationships with MBRC and the State Government
 - Advance through the Good Sports and Healthy Eating levels of registration

- Marketing
 - Redouble our promotional efforts
 - Enhance social media usage i.e. Facebook
- Community Contribution
 - Expand our community contribution programs
- Web Site
 - Revamp our web site

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 5 year rolling plan; and as a natural consequence early years of the plan have more concentrated activity.

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 HIGHEST PRIORITY ISSUE FOR THE CLUB**
- **BLUE ESSENTIAL NEXT PRIORITY ITEM**
- **Black LONGER TERM PRIORITY**
- **Green ACHIEVED**
- **Yellow 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. Time frames for the next 3 years i.e. the columns shaded yellow need immediate planning actions to arrange.

OUTCOME	2015 & 2016	2017	2018	2019	2020	2021 & beyond
Facilities - enhancement	<p>Shade Sails – install more sails to meet increased demand and conduct come & try sessions for beginners, Adventure Women and Sporting Wheelies</p> <p>Field Course – lanes to be finalised to allow practice for field competitions</p>	<p>Target Storage Shed – build a target storage shed so that the Indoors are fully available for participation</p> <p>Street Access – by Council to incorporate club access</p> <p>Target Field – levelling and drainage</p> <p>Night Outdoor Target – purchase portable lights to allow evening outdoor target archery</p>	<p>Parking Bays – install additional parking bay for people with disabilities</p> <p>DOS Stand – 240v</p> <p>Clout – clout pads to be layered with sand to improving the playing standard</p> <p>Timing Lights – purchase remote control DOS lights</p> <p>Roof Insulation – to be installed in the East Indoor Hall area</p>	<p>Fire Hydrant – install to improve safety and reduce fire risk thus allowing the joining Indoor Halls</p> <p>Indoor Halls – link up the indoor halls to accommodate competition space demand, maximise recreational facility utilisation and increase participation of target groups</p> <p>Club House – build a club house</p> <p>Shower – install a shower to make the club friendlier for female participation</p> <p>Covered Area – break out area to be built to facilitate training, come and try sessions and equipment makeup for recreational participants</p>	<p>Parking – seek Council to install sealed car parking when they do the new road access</p>	<p>Shade Sails – Provide shade for the entire line</p> <p>Shooting Line – levelling and synthetic surface</p> <p>Access Pathways - access pathways for people with disabilities</p> <p>Accommodation – partner with Samford Commons as the provider of low cost accommodation for visiting archers to high performance training programs</p> <p>Target Field – levelling and drainage to international standard</p>

<p>Club Equipment - improve</p>	<p>Compound Equipment – make club beginner compounds more visible</p>	<p>Storage – Investigate storage solutions</p>	<p>Defibrillator – install AED at the club</p> <p>Intermediate Equipment – provide for rent intermediate level recurve bows suitable for intermediate coaching - explore options for club compound bows</p>			
<p>Coaching</p>	<p>Instructors – increase the number of instructors (level 1) every year to 10% of membership</p> <p>Intermediate Coaching - enhance coaching format for our intermediate archers</p>	<p>Coaches – increase the number of coaches from 3 to 5</p> <p>Training Technology – purchase high speed camera and bow scales</p>	<p>Guest Coaches – guest speakers program</p> <p>Archery Instructor – host AI course</p> <p>Judges – host judges seminar</p> <p>Training Technology – establish a technology suite for high performance training e.g. smart TV</p> <p>Seminars – hold seminars for archers</p>	<p>Guest Coaches – guest speakers program</p> <p>Archery Instructor – host AI course</p> <p>Judges – host judges seminar</p>	<p>Guest Coaches – guest speakers program</p> <p>Archery Instructor – host AI course</p> <p>Judges – host judges seminar</p>	<p>Guest Coaches – guest speakers program</p> <p>Coaches – increase the number of coaches to 8</p>

<p>Governance, Admin, Finances & Risk Management - improve</p>	<p>Raffles - a diversity of prizes at regular fund raiser raffles</p> <p>Insurance – maintain annual assessments of the risk register and insurances</p> <p>Sinking Fund – establish a sinking fund to meet future facility maintenance</p>	<p>Security – improve security to reduce risk of break-ins</p> <p>Constitution – implement new constitution consistent with Qld model rules</p> <p>Budget – refine the annual budgeting process</p>	<p>WH&S - Equipment Access – control access via training and wall card registers</p> <p>Web Site – revamp web site</p> <p>DOS Training – introduce DOS training</p>			<p>Sinking Fund – monitor to check it meet future commitments e.g. sail replacement</p> <p>Constitution – undertake 5 year review</p>
<p>Membership – grow, retention & recognition</p>	<p>Beginner Courses – increase the number of beginner courses</p> <p>Beginners – provide a certificate to people completing Beginners Courses</p>	<p>Intermediate Coaching – generic development plan to be created</p>	<p>Intermediate Coaching – promote use of development plan</p>	<p>Intermediate Coaching – introduce new certificate for members who complete structured intermediate program</p>		
<p>Volunteers - acquire, retain & recognise</p>	<p>Opening – seek more volunteers to increase hours and days that the club is open for participation - Facebook group in place</p>	<p>Coach Identification – shirts to be provided to coaches</p> <p>Recognition Awards – Issue recognition awards</p>	<p>Instructor Identification – vests to be provided to instructors</p>			

<p>Social</p>	<p>BBQ – hold more BBQs</p> <p>Christmas Function – continue the Christmas function/awards/trivia night & fun shoot</p>	<p>Social Director – seek someone to take on this role</p> <p>70th Celebrations – host club’s 70th anniversary milestone</p>				
<p>Competitions & Participation - improve</p>	<p>National Tournaments – host Australian Open in 2016</p> <p>Matchplay – provide more 720 rounds</p> <p>Matchplay - provide outdoor matchplay for all bow types</p> <p>Club Shoots – continue format encouraging participation for enjoyment</p> <p>Tournaments - increase the number of interclub tournaments hosted with a QRE per ¼</p>	<p>National Tournaments – host Australian Open in 2017</p>	<p>Matchplay – provide outdoor matchplay - provide indoor matchplay</p> <p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Short Range • Clout • Matchplay <p>Possible host</p> <ul style="list-style-type: none"> • Indoor <p>National Tournament host AA events</p> <ul style="list-style-type: none"> • National Matchplay Series - Brisbane Leg 	<p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Short Range • Clout • Matchplay <p>Possible host</p> <ul style="list-style-type: none"> • Indoor <p>National Tournament host AA events -</p> <ul style="list-style-type: none"> • National Matchplay Series - Brisbane Leg 	<p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Short Range • Clout • Matchplay <p>Possible host</p> <ul style="list-style-type: none"> • Indoor <p>National Tournament host AA events -</p> <ul style="list-style-type: none"> • National Matchplay Series - Brisbane Leg 	

External Relations – maintain good relationships	MBRC & Government – President to be active in maintaining positive relationships	Good Sports Club – achieve level 3				
Communication & Marketing	Promotion of club – add to Council web site & publications Publicity & Promotion – Publicity Officer to keep preparing articles for the local press to attract more people to our beginner courses	Bumper Sticker – produce a bumper sticker to promote the club Sign - at entrance Social Media – increase use of social media	Sign – new signage with new street entrance			
Community Contribution	Come & Try Days – run more Adventure Women, Sporting Wheelies for People with a Disability, Women and Girls High School Holiday programs etc	Spinal Unit Program – spinal unit presentation at the PA hospital	Community Programs – additional concepts to be investigated			