



Grange Company of Target Archers Inc

t/a **Samford Valley Target Archers**

Strategic Plan 2022 - 2026

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

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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, usually annually Covid permitting, 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 is subject to regular reviews and updating. In addition to annual reviews, as a minimum a major review is undertaken every five years.

Olympics

The announcement of the awarding of the Olympics and Paralympics to Brisbane for 2032 is a game changer. There is potential for the club to play a significant role both in the lead up to 2032 for World Cups and test events, and in hosting the Olympic and Paralympic archery ranking rounds. While the competition to play this role maybe fierce, if it eventuated this could result in legacy infrastructure investments for the club.

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 Craig Glasby
ABN	63 639 289 573
Incorporation	IA14786
GST status	registered

Affiliations	South Queensland Archery Society Archery Queensland Archery Australia World Archery
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
Supports	Archery Australia HP program based in Brisbane Archery Australia international team visitors South Queensland Archery Society Regional Development Program South Queensland Archery Society Youth Development Program Para and VI archery Moreton Bay activities program

Membership

2009

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

2019 (as of 01.07.2019) – ten years after relocating to Samford

Membership Category	Males	Females	Total
Seniors	99	36	135
Juniors	31	15	46
TOTAL	130	51	181

2021 (as of 26.08.2021)

Membership Category	Males	Females	Total
Seniors	108	50	158
Juniors	30	19	49
TOTAL	138	69	207

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

- Great people
- A family friendly culture of participation for enjoyment
- Strong active committee – good management of the club, good governance processes, sound 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 – good involvement of members
- Depth of knowledge – archery (equipment/rules/tournaments/coaching) and non-archery (management/IT/legal/planning/engineering/building)
- Good council and community interaction and relationship – seen by the local community as responsible club and a good fit
- Development opportunities for all members - good role models for young people – pathway for members aspiring to elite levels
- 24/7 access to the grounds
- Large outdoor field and indoor facilities – for member activity and for the hosting of tournaments
- Diversity of the facility – 3 fields for target and clout, 2 indoor halls, potential for practice field lanes, coaching and training venue, equipment maintenance workshop, tournament equipment, administration computers
- Good management of equipment – 50 targets, mower, timing system etc
- Diversity – club is welcoming of all age groups, genders, abilities and has a strong retiree demographic. Active VI and para archers.
- International competitors - a Paralympian in 2021
- Good take up of membership from the archery courses that are run
- Active pursuit of grants – facilities and equipment

Weaknesses

- Member retention - loss of too many members after 1 to 2 years
- Low number of youth members – excitement
- Under represented women and girls – less than 50%

- No structured advanced coaching courses for members - to develop them beyond OzBow and intermediate level - encourage purchase of equipment and undertake competitive archery
- Indoor halls are not joined
- No club house and insufficient undercover break out - increase the amenity of the club – encourage a “drop in” members atmosphere
- Inadequate shade on the shooting line – due to membership growth
- No DOS stand roof
- Parking not delineated
- Poor access from Mt Samson Rd
- Beginner equipment old
- Not enough shooting days
- Field needs levelling and drainage
- No disabled access pathways to the fields or concrete areas behind the shooting line for wheelchairs
- Reliant on only several revenue streams – membership fees, participation fees, bow hire fees, drink sales, tournament hosting – no commercial sponsors
- Few social functions

Opportunities

- Olympics 2032 announced for Brisbane – opportunity for the club to play a significant role – legacy investment
- Archery Australia’s high performance program is based in Brisbane
- Publicity
- More advanced coaching – Regional Development Program, technical and psychology skills
- Increase volunteer base further
- Expand membership numbers further
- Expand matchplay competitions
- Continue to apply for grants
- Open facility more often – more mornings, more nights, more Sundays
- Joining and extending the buildings

- Equipment supply to new members
- Coaching technology suite
- Improve succession capability – training and opportunities
- Aging population and a large retiree base in the area
- Come and try sessions – council programs, mid-week sessions for targeted demographics e.g. women’s programs
- Veterans and other interest groups
- Kid’s parties, corporate days, corporate sponsors

Threats

- Pandemic – Covid restrictions and disruption
- Loss of lease – reduction of area to other sports, increase in council fees or adverse lease conditions, reduction of lease term from 10 years
- Potential for regulation of bows
- Possibility of litigation from an injury
- Loss of reputation from an incident – community perception of us - arrow shot out of grounds
- Impact of an adverse change in the club’s culture
- Volunteers efforts not adequately recognised - coaches undervalued
- Volunteers suffer from burnout - more volunteers to reduce reliance on the core
- Unauthorised access to the grounds
- Succession capability for all roles

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
 - Retained members
- Volunteer Management
 - Recognised/rewarded and appreciated volunteers
- Coaching
 - Improved training for members
- Competition & Participation
 - Olympic venue
 - Improved competitions - matchplay
 - 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
 - Maintain the Good Sports and Healthy Eating levels of registration
- Marketing
 - Redouble our promotional efforts
 - Maintain social media usage - Facebook
- Community Contribution
 - Expand our community participation programs – women, veterans, people with disabilities
- Web Site
 - Maintain our web site as modern and effective

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.

OUTCOME	2015 - 2021	2022	2023	2024	2025	2026 & beyond
Facilities - enhance	<p>Target Storage Shed – build a target storage shed so that the Indoors are fully available for participation</p> <p>Parking Bays – install additional parking bay for people with disabilities</p> <p>Timing Lights – purchase remote control DOS lights</p> <p>Fire Hydrant – install to improve safety and reduce fire risk thus allowing the joining Indoor Halls</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>Shade Sails – install more sails to meet increased demand and conduct come & try sessions for beginners,</p>	<p>Shade Sails – Provide more shade 2 bays for Mid Field and 1 bay West Field</p> <p>Clout – clout pads to be layered with sand to improving the playing standard</p> <p>Targets – Convert Recurve butts to Compound butts</p>	<p>Bollards – to be installed to stop heavy vehicles rutting the archery field</p> <p>Accommodation – partners as the provider of low cost accommodation for visiting archers to high performance training programs</p> <p>DOS Stand – shade and rain cover</p>	<p>Shooting Line – levelling and concrete area suitable for wheelchairs</p> <p>Access Pathways - access pathways for people with disabilities</p> <p>Target Field – levelling and drainage to international standard</p> <p>Parking – Council to install sealed car parking when they do the new road access</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>Training Room – build a training room and break out area to facilitate training, come and try sessions and equipment lectures for recreational participants and competitive archers</p> <p>Roof Insulation – to be installed in the East Indoor Hall area</p> <p>Shower – install a shower to make the club friendlier for female participation</p>	<p>Olympic and World Cup standard facility – review to ensure all requirements are in place</p>

	Adventure Women and Sporting Wheelies Field Course – lanes to be finalised to allow practice for field competitions					
Club Equipment	Storage – Investigate storage solutions Compound Equipment – make club beginner compounds more visible Defibrillator – install AED at the club Intermediate Equipment – provide for rent intermediate level recurve bows suitable for intermediate coaching - explore options for club compound bows Compound Maintenance equipment - New bow press	Bows – purchase bows Targets – purchase target butts	Bows – purchase bows Targets – purchase target butts Mower – purchase a new mower when the current one is at useful life	Bows – purchase bows Targets – purchase target butts	Bows – purchase bows Targets – purchase target butts	Bows – purchase bows Targets – purchase target butts
Coaching	Instructors – increase the number of instructors (level 1) every year to 10% of	Seminars – hold seminars for archers	Seminars – hold seminars for archers	Guest Coaches – guest speakers	Guest Coaches – guest speakers	Guest Coaches – guest speakers

	<p>membership</p> <p>Coaches – increase the number of coaches from 3 to 5</p> <p>Intermediate Coaching - enhance coaching format for our intermediate archers</p> <p>Guest Coaches – International speakers hosted</p> <p>Guest Coaches – guest speakers program</p> <p>Archery Instructor – hosted AI course</p> <p>Judges – hosted judges seminar</p> <p>Training Technology – purchase high speed camera and bow scales</p>	<p>Coaches – host L1 & L2 course</p> <p>Judges – host judges seminar</p>	<p>Coaches – host L1 & L2 course</p> <p>Judges – host judges seminar</p> <p>Training Technology – establish technology for archer training</p> <p>Coaches – increase the number of coaches L1, L2, L3</p>	<p>Coaches – host L1 & L2 course</p> <p>Judges – host judges seminar</p>	<p>Coaches – host L1 & L2 course</p> <p>Judges – host judges seminar</p>	<p>Coaches – host L1 & L2 course</p> <p>Judges – host judges seminar</p>
<p>Governance, Admin, Finances & Risks M'ment</p>	<p>Sinking Fund – monitor to check it meets future commitments e.g. sail replacement</p> <p>Security – improve security to reduce risk of break-ins, alarm system and improved cameras with back to</p>	<p>Risk Management – annual review</p> <p>Constitution – undertake 5 year review</p>	<p>Risk Management – annual review</p>	<p>Risk Management – annual review</p>	<p>Risk Management – annual review</p>	<p>Risk Management – annual review</p>

	<p>base video</p> <p>Constitution – implement new constitution consistent with Qld model rules</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>Budget – refine the annual budgeting process</p> <p>Raffles - a diversity of prizes at regular fund raiser raffles</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 on induction course then more advanced available via AA Officials</p>					
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	module Cash Management – point of sale terminal					
Members – grow, retention & recognition	Beginner Courses – increase the number of beginner courses Beginners – provide a certificate to people completing Beginners Courses Intermediate Coaching – generic development plan created and presented to encourage use - OzBow revamped	OzBow – Saturday am Youth Development – Youth support concept to be developed	OzBow – Saturday am Youth - squad	OzBow – Saturday am Youth - squad Intermediate Coaching – new certificate for members who complete structured intermediate program	OzBow – Saturday am Youth - squad	OzBow – Saturday am Youth - squad
Volunteers - acquire, retain & recognise	Opening – seek more volunteers to increase hours and days that the club is open for participation - Facebook group in place Coach Identification – shirts to be provided to coaches Instructor Identification –provided to instructors Recognition Awards – Issue recognition awards Lockers - install lockers	Recognition – long service badge Coaches shirts – free issue to coaches who help on roster	Provide training and opportunities for self- development	Provide training and opportunities for self- development	Provide training and opportunities for self- development	Provide training and opportunities for self- development

	for club members					
Social	<p>BBQ – hold more BBQs</p> <p>70th Celebrations – host club’s 70th anniversary milestone</p> <p>Christmas Function – continue the Christmas function/awards/trivia night & fun shoot</p>	<p>BBQ’s - Electric Sizzles</p> <p>Christmas - Function</p> <p>Social Director – seek someone to take on this role</p> <p>Celebrate – the club’s 75th anniversary in 2022</p>	<p>BBQ’s - Electric Sizzles</p> <p>Christmas - Function</p>	<p>BBQ’s - Electric Sizzles</p> <p>Christmas - Function</p>	<p>BBQ’s - Electric Sizzles</p> <p>Christmas - Function</p>	<p>Celebrate – the club’s 80th anniversary in 2027</p> <p>Celebrate – the club’s 85th anniversary in 2032</p>
Competition & Members Participate	<p>Tournaments - increase the number of interclub tournaments hosted with a QRE per ¼</p> <p>Club Shoots – continue format encouraging participation for enjoyment</p> <p>Matchplay – provide more 720 rounds</p> <p>Matchplay - provide outdoor matchplay for all bow types</p> <p>National Tournaments – host Australian Open in 2016</p> <p>National Tournaments</p>	<p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Target • Short Range • Clout • Matchplay <p>National Tournament – host Nationals 2022</p> <p>Matchplay – provide outdoor club matchplay championships</p>	<p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Target • Short Range • Clout • Matchplay <p>National Tournament – host Nationals 2023</p>	<p>SQAS Championships – host events</p> <ul style="list-style-type: none"> • Target • Short Range • Clout • Matchplay <p>National Tournament – host AA National 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"> • Target • Short Range • Clout • Matchplay <p>National Tournament – host AA National events -</p> <ul style="list-style-type: none"> • National Matchplay Series - Brisbane Leg 	<p>Host International Tournaments</p> <ul style="list-style-type: none"> -World Cup -World Championship -Para World Champs -Olympic Test event -Paralympic test event <p>Olympic 2032 – be the host venue for the archery should SQ win the bid for the Olympic Games</p> <p>National Tournament – host AA National events - National</p>

	<p>– host Australian Open in 2017</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 - hosted AA events</p> <p>National Matchplay Series - Brisbane Leg</p>	<p>Club Championships –</p> <ul style="list-style-type: none"> • Indoor • Clout • Short range • Target • Field • Matchplay <p>Silver Arrow – continue participation in the inter-club competition</p> <p>Inter-club Pennant Matchplay – participate in the proposed SQAS series</p>	<p>Club Championships –</p> <ul style="list-style-type: none"> • Indoor • Clout • Short range • Target • Field • Matchplay <p>Silver Arrow – continue participation in the inter-club competition</p> <p>Inter-club Pennant Matchplay – participate in the proposed SQAS series</p>	<p>Club Championships –</p> <ul style="list-style-type: none"> • Indoor • Clout • Short range • Target • Field • Matchplay <p>Silver Arrow – continue participation in the inter-club competition</p> <p>Inter-club Pennant Matchplay – participate in the proposed SQAS series</p>	<p>Club Championships –</p> <ul style="list-style-type: none"> • Indoor • Clout • Short range • Target • Field • Matchplay <p>Silver Arrow – continue participation in the inter-club competition</p> <p>Inter-club Pennant Matchplay – participate in the proposed SQAS series</p>	<p>Matchplay Series Brisbane Leg</p> <p>Club Championships –</p> <ul style="list-style-type: none"> • Indoor • Clout • Short range • Target • Field • Matchplay <p>Silver Arrow – continue participation in the inter-club competition</p> <p>Inter-club Pennant Matchplay – participate in the proposed SQAS series</p>
<p>External Relations – maintain good relationships</p>	<p>MBRC & Government – President active in maintaining positive relationships</p> <p>Good Sports Club – achieved level 3</p>	<p>MBRC & Government – maintain positive relationships</p> <p>Good Sports Club – maintain level 3</p>	<p>MBRC & Government – maintain positive relationships</p> <p>Good Sports Club – maintain level 3</p>	<p>MBRC & Government – maintain positive relationships</p> <p>Good Sports Club – maintain level 3</p>	<p>MBRC & Government – maintain positive relationships</p> <p>Good Sports Club – maintain level 3</p>	<p>MBRC & Government – maintain positive relationships</p> <p>Good Sports Club – maintain level 3</p>

Communication & Marketing	<p>Publicity & Promotion – Publicity Officer to keep preparing articles for the local press to attract more people to our beginner courses</p> <p>Promotion of club –add to Council web site & publications</p> <p>Bumper Sticker – produce a bumper sticker to promote the club</p> <p>Sign - Street sign and fingers provided at new entrance</p> <p>Social Media – increased use of social media</p>	Publicity Officer to keep preparing articles for the local press	Publicity Officer to keep preparing articles for the local press	Publicity Officer to keep preparing articles for the local press	Publicity Officer to keep preparing articles for the local press	Publicity Officer to keep preparing articles for the local press
Community Contribution	<p>Come & Try Days – run more Adventure Women, Sporting Wheelies for People with a Disability, Women and Girls High School Holiday programs etc</p> <p>Spinal Unit Program – spinal unit presentation at the PA hospital</p>	<p>Community Programs – additional concepts to be investigated targeting diverse groups</p> <p>VETS - Program to be run to introduce veterans to archery</p> <p>Mates for Mates – program 2022</p>	<p>Community Program – women</p> <p>VETS – encouraged to join the club</p>	<p>Community Program – women</p>	<p>Community Program – women</p>	<p>Community Program – women</p>

