



Pioneer Archers Inc.

STRATEGIC PLAN 2017-2019

Planning for the Future

The Incorporation of the Pioneer Archers occurred on 3rd April 2012



Forward

The plan outlines the strategic vision and direction of the association for the next three years. The foundation of a new club requires a commitment from all its members to advance its vision and to achieve those outcomes.

The association recognises that the involvement of its members, its partners, the family of members and the wider community both involved in the sport and through association, is critical to its success and values the participation in the strategic plan. Progress towards the key milestones will be communicated on a regular basis.

The Strategic Plan 2016-2019 is a live document and we look forward to the future growth and development of the Pioneer Archers Inc.

Trevor Greenham
President

August 2016



Our Mission

At the Pioneer Archers we aim to:

Provide an environment that supports the athlete in all their endeavours.

Our Vision

As a club that will cater for all aspects of the sport, we will be distinguished by our values through our approach to a completely seamless transition of our members through all stages of development.

In our positive and stimulating environment, members will have the opportunity to strive for personal excellence while learning and growing within the wider sporting community.

Through our progressive programmes and the positive influences of our Committee of Management, we will ensure that our members will develop to be a valuable member of the community and lifetime participants of sport.

To have our club membership become the most sought after in the archery fraternity of Western Australia.

Our Core Values

All that we do will have a foundation based on the values of:

RESPECT for ourselves, for others and the environment.

RESPONSIBILITY for our actions.

HONESTY in our interactions with others.

COMMITMENT to achieve our best in everything that we do



Our Strategic Direction

The development of the club over the next three years will be to:

- To maintain the club in the South Eastern region of the Perth Metropolitan area and become **the archery club of choice in the region** based on our ethos and values.
- To minimise and maintain the **lowest possible Carbon Footprint** achievable for a sporting club.
- Develop a culture of **sporting achievement and a member-centred approach**, working in partnership each member to enable them to strive for personal excellence.
- Introduce **training and support programmes** to enhance our points of difference.
- Provide opportunities for members to **engage in a wide range of programmes**, inclusive of both social and competitive shooting.
- Strengthen **our presence within the community** through marketing, communication, engagement and mutually beneficial partnerships and relationships.



Our Core Activities

The Strategic Plan will be delivered through these Core Activities:

1. **Member-centred Sporting culture.**
2. **Presence in the Community.**

Enabled by:

Member Retention and Development

Governance and Resource Management.

For each we have identified:

- The Outcome we aim to achieve;
- Objectives: and
- Action Plans with Key Performance Indicators, Timeframes and Responsibilities.

**Core Activity One: Member- centred Sporting Culture****Outcome:**

Pioneer Archers members are distinguished by their values and standards, pursuit of personal excellence and readiness to be valued citizens of the Archery fraternity and wider community.

Objective	Action Plans	Key Performance Indicators	Timeframe	Responsibility
1.1 Create distinctive and innovative shooting programs that develop the potential of each member	1.1.1 Develop a twelve month year shooting calendar that is linked to both the major and minor sporting events over the period.	Acceptance of Calendar by club membership	Annual review in last quarter of each year	President, Recorder, Coach.
	1.1.2 Develop a training calendar that is inclusive of levels of skills of the membership and ensure currency of shooting techniques.	Level of participation.	Quarterly reviews	President, Coach
	1.1.3 Review and enhance programs based on membership diversity.	Level of member achievement and satisfaction.	Bi-annual reviews	President, Recorder, Coach and Registrar
1.2 Enhance our focus on the development of the whole member	1.2.1 Develop a training calendar that is inclusive of the sports governance and administration.	Level of participation.	Annual reviews	Committee of Management



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Member centred Sporting Culture (continued)

Objective	Action Plans	Key Performance Indicators	Timeframe	Responsibility
(continued)	1.2.2 Investigate new programs that will provide distinctive opportunities for members of Pioneer Archers.	Range and distinctiveness of programmes and level of participation.	Annual review.	Committee of Management.
	1.2.3 Enhance the monitoring of the individual members development.	Level of member satisfaction with feedback on monitoring.	Ongoing	Committee of Management.
1.3 Strengthen the partnership with the parents of Junior members in the development of their children.	1.3.1 Instigate a developmental reporting process to parents.	Level of parent satisfaction with developmental reporting.	Ongoing	Committee of Management
	1.3.2 Develop parent forums focusing on development opportunities.	Range of forums and level of participation	Annual Review	Committee of Management
1.4 Respond effectively to State and National initiatives.	1.4.1 Integrate State and National requirements into the shooting and training programmes.	Implementation according to State and National requirements.	As Required	Committee of Management.

**Core Activity Two: Presence in the Community****Outcome:**

Pioneer Archers is an Archery Club of choice with a distinct identity, outstanding reputation and strong, mutually beneficial relationships.

Objective	Action Plans	Key Performance Indicators	Timeframe	Responsibility
2.1 Develop the club's identity, recognition and reputation.	2.1.1 Develop and enhance our marketing strategies, highlighting our distinctive and distinguishing programs.	Level of membership.	Annual review.	Committee of Management.
	2.1.2 Develop awareness of the club across the community through the use of electronic media.	Establishment of and enhancements of a club web site.	Ongoing.	Webmaster
	2.1.3 Review member involvement in local competitions and events.	Extent of participation	Ongoing	Secretary & Recorder
2.2 Develop mutually beneficial partnerships and relationships.	2.2.1 Raise the profile through local business and promote the benefits of forging relationships.	Extent of initiatives and level of participation	Ongoing	Committee of Management.

**Enabling Activity: Member Retention and Development****Outcome:**

Pioneer Archers is an association of choice for archers in the region, attracting and retaining people.

Objective	Action Plans	Key Performance Indicators	Timeframe	Responsibility
3.1 Extend opportunities available to members to develop leadership and archery excellence.	3.1.1 Extend and enhance opportunities for learning and leadership development.	Level of membership satisfaction and participation.	Ongoing.	Committee of Management.
	3.1.2 Develop a retention plan linked to the Crawford Report initiatives.	Level of Member retention.	Ongoing.	Committee of Management
	3.1.3 Develop member induction programme.	Member feedback	2017	Committee of Management
	3.1.4 Develop Member recognition program and awards.	Program introduction and member feedback	Ongoing	Secretary & Recorder

**Enabling Activity: Governance and Resource Management****Outcome:**

Pioneer Archers is recognised as a professional well managed Archery Club with inspirational leadership and facilities and resources to deliver a high quality sporting environment.

Objective	Action Plans	Key Performance Indicators	Timeframe	Responsibility
4.1 Ensure the highest standard of governance.	4.1.1 Progress the implementation of the policies of the club.	Implementation according to the acceptance and posting on club website.	Ongoing.	Committee of Management.
	4.1.2 Establish and implement a comprehensive Risk Management Plan once a venue has been secured.	Implementation of Plan	2012 then ongoing	Committee of Management
	4.1.3 Develop a Succession Plan for administrative and coaching positions	Implementation of Plan	2016-17	Committee of Management
	4.1.4 Develop processes to review and report on the Strategic Plan	Undertake Review	Annually	Committee of Management



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Governance and Resource Management (continued)

4.2 Develop and maintain a strong financial position.	4.2.1 Produce a 12 month and 3 year budget that includes a projected growth pattern of 15%.	Budget	Review Annually	Treasurer and Secretary
	4.2.2 Investigate sponsorship and grant opportunities.	Reporting of Investigation and recommendations	Ongoing	Treasurer and Secretary

Pioneer Archers
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Website: www.pioneerarchers.com