



AUSTRALIAN BOWHUNTERS ASSOCIATION
STRATEGIC PLAN
2019–2025

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1. INTRODUCTION

Australian Bowhunters Association Incorporated (ABA) is the national body representing field archery and bowhunting in Australia. In the late 1970s ABA evolved from its founding organisation, The Trophy Bowhunters of Australia, following a merge of organised bowhunting in Australia. Today, ABA ensures a high standard of ethics over the two divisions, supporting an all-inclusive, family-friendly culture, and developing and promoting the sport throughout Australia.

ABA stages competitions in the national and international games of field and 3D archery. Members from all around Australia attend the national shoots. Events are not only about competition; they are also an opportunity to come together around a campfire.

ABA regulates bowhunting activities through a uniform Code of Ethics, Rules of Fair Chase, and a National Bowhunter Education Programme, maintaining the Australian Record Book of Bow-Shot Game. The association ensures the promotion of bowhunting ethics of the highest possible standard.

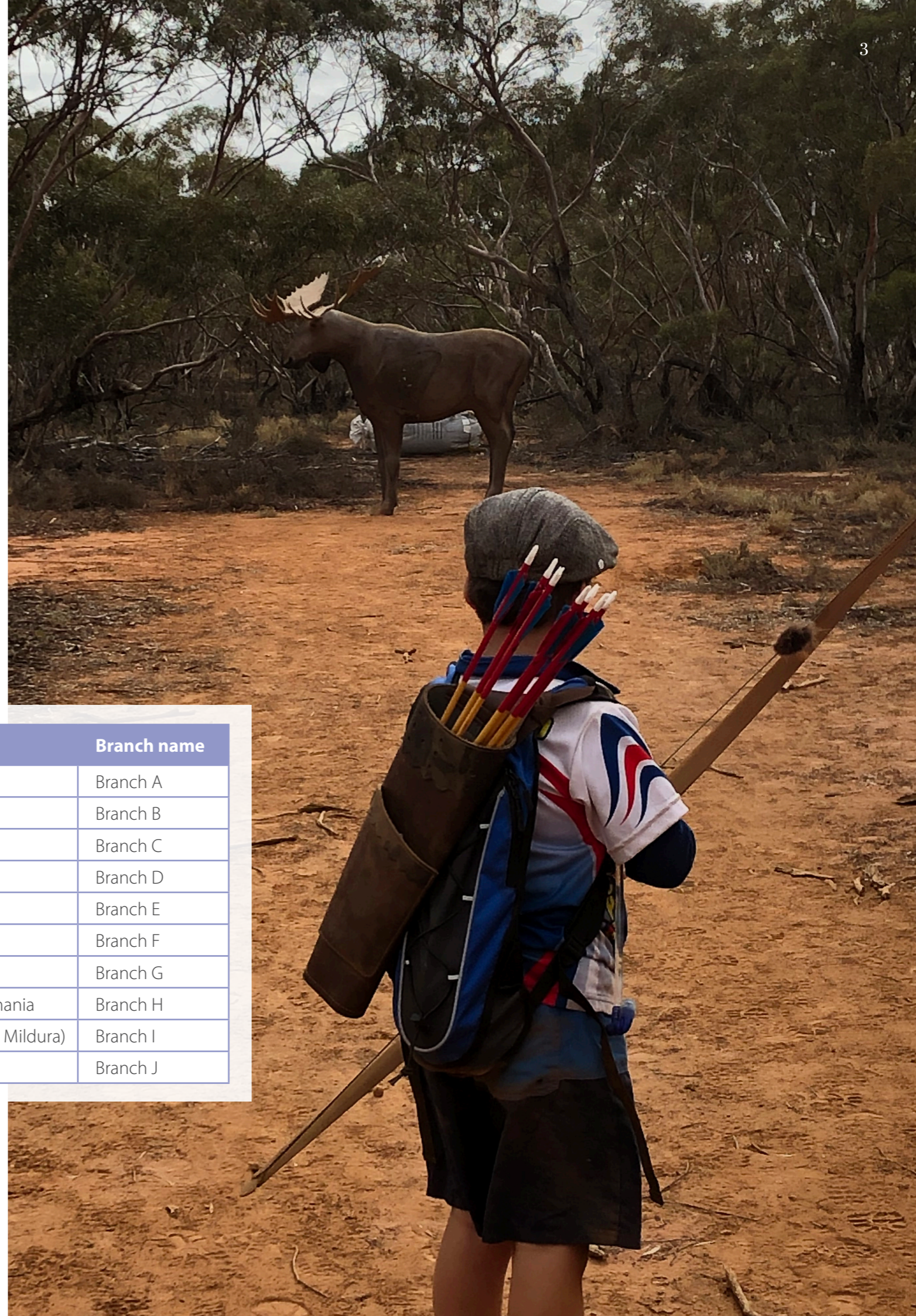
Through its trading arm, Artemis Productions, the association publishes the oldest bowhunting and archery magazine in Australia. *Archery Action with Outdoor Connections* is distributed to members and is available to the public through newsagents Australia-wide.

ABA is run by the national management committee, comprising the executive committee and elected representatives of ten association branches.

Each branch is under the direction and supervision of a branch management committee comprising elected branch officers and a representative from each affiliated club in the branch. Each branch conducts and sponsors various competitions as well as working on improvements in bowhunting policies within their branch.

As of 2019, ABA has just over 6000 members.

Branch region	Branch name
Northern Territory	Branch A
Northern Queensland	Branch B
Central Queensland	Branch C
Southern Queensland	Branch D
Northern NSW	Branch E
Southern NSW and ACT	Branch F
Gippsland	Branch G
Greater Victoria and Tasmania	Branch H
South Australia (Includes Mildura)	Branch I
Western Australia	Branch J





WHY WE EXIST

To promote and support field archery and bowhunting in Australia, enabling an inclusive, family-friendly environment for people to come together and share the joys and benefits of our sport

OUR VISION

Field archery and bowhunting renowned in Australia as a positive and welcoming sport for everyone

2. ORGANISATION PROFILE

Organisation Details	
Full Legal Name	Australian Bowhunters Association Incorporated
Legal Structure	Incorporated association in Northern Territory 01978C/IA
ABN	79 750 431 225
GST Registration Status	Registered from 01 Jul 2000
Trading Name	Artemis Productions

Contact Details	
PO Box	P.O. Box 5124 Brendale QLD 4500
Phone	(07) 3256 3976
Email	officemanager@bowhunters.org.au
Website	https://www.bowhunters.org.au
Facebook	https://www.facebook.com/AustBowhunters/



3. STRATEGIC PLAN

This strategic plan outlines the strategic direction for ABA from 2019 to 2025. The strategic outcomes that will guide the association have been identified through consultation with the executive committee and the branches.

Within each strategic outcome, the actions are structured into three timeframe targets.

- Delivery target – 2 years
- Strategic target – 4 years
- Evolution target – 6 years

The Four Strategic Outcomes



LEADERSHIP

Provide strong leadership with a strategically-minded executive committee, effective procedures and clear communication



SUSTAINABILITY

A sustainable association supported by increasing membership, multiple revenue streams and strong financial management to facilitate the growth of field archery and bowhunting in Australia



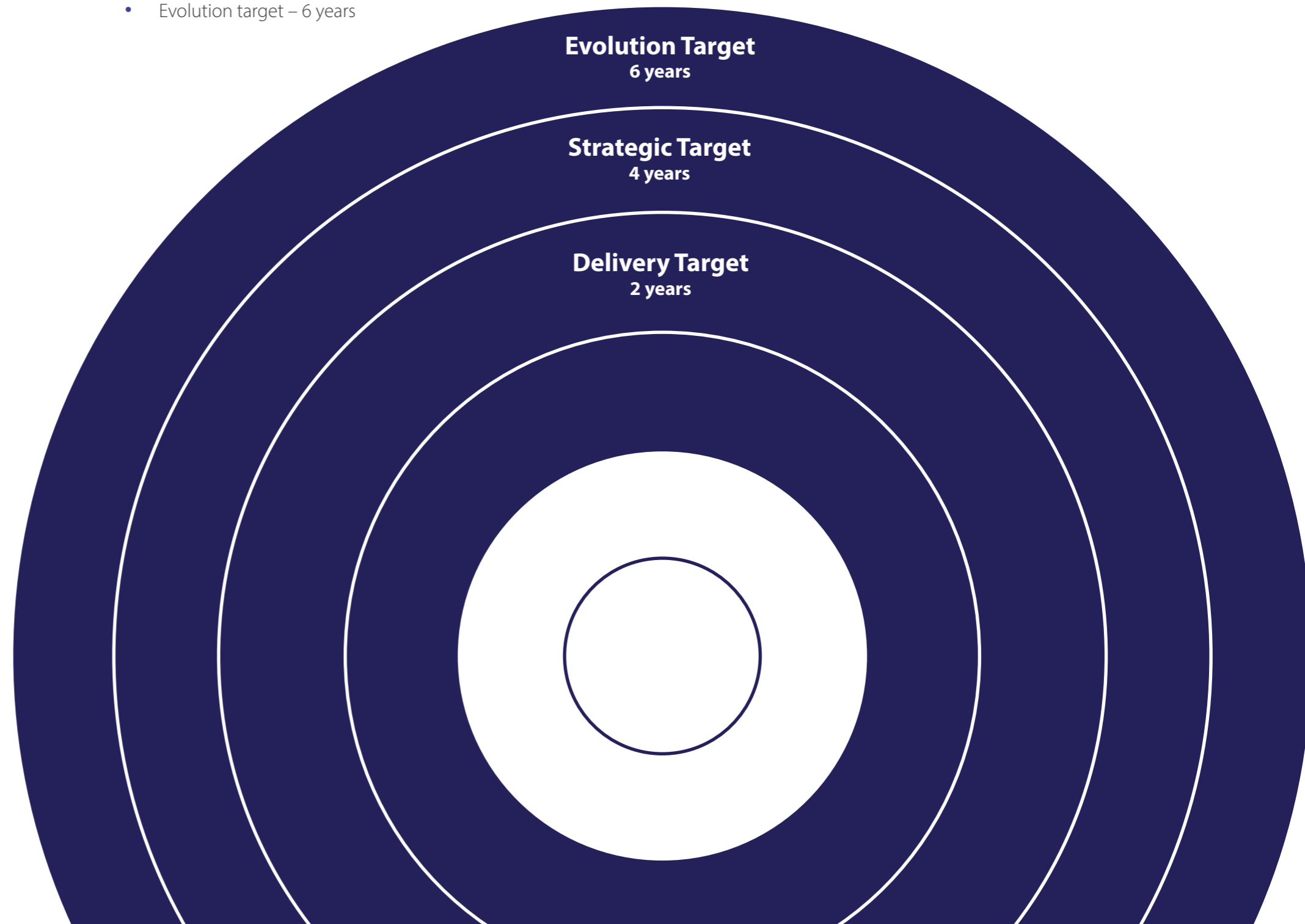
PROMOTION AND ENGAGEMENT

Provision of an all-inclusive, family friendly culture, with active community engagement and marketing initiatives to promote a positive perception of the sport



DEVELOPMENT

Utilise available resources and technology to improve the membership experience and address the long-term needs of the sport



LEADERSHIP

Provide strong leadership with a strategically-minded executive committee, effective procedures and clear communication



A focused, strategically-minded executive committee, which achieves clear separation between governance and operations

Clear and transparent internal and external communication that builds trust and fosters increased participation and positive succession

Continued compliance with relevant legislative requirements and effective processes in place, ensuring the highest possible standard of ethics and safety

3.1 LEADERSHIP

Operational Actions			
Outcomes	Delivery Target	Strategic Target	Evolution Target
A focused, strategically-minded executive committee, which achieves clear separation between governance and operations	<ul style="list-style-type: none"> Allocate dedicated time at executive meetings for strategy discussion Work towards successful integration of paid and volunteer staff beginning with the engagement of an additional paid part-time staff member Provide clear information to clubs on the role of the national executive as the driver of strategy 	Review the national executive structure, and implement a revised structure that: <ul style="list-style-type: none"> Achieves clear separation between governance and operations by utilising operational roles and subcommittees Ensures a clear decision-making hierarchy Meets quarterly to discuss strategy Strives to achieve diverse representation of genders and branches 	<ul style="list-style-type: none"> Investigate transition to a public company limited by guarantee structure
Clear and transparent internal and external communication that builds trust and fosters increased participation and positive succession	<ul style="list-style-type: none"> Provide clear direction on the information distribution process throughout the association Publish a breakdown of membership costs to increase transparency and enhance members' understanding of membership value Inform branches and clubs on what is involved in national executive roles and actively recruit suitable candidates Develop operational and governance systems to reduce reliance on the knowledge and experience of individuals and to streamline succession Encourage outgoing executive members to actively seek suitable replacements 	<ul style="list-style-type: none"> Encourage general members to take up governance positions via engagement in leadership development programs A succession process in place that supports the ongoing transfer of knowledge and negates the need for a handover period National executive to conduct two branch visits each year, by two different officers 	<ul style="list-style-type: none"> Critically review branches' and clubs' level of satisfaction and analyse where improvements can be implemented Drive and continually improve communication channels and methods through the use of technology to ensure effective communication with the branches and clubs
Continued compliance with relevant legislative requirements and effective processes in place, ensuring the highest possible standard of ethics and safety	<ul style="list-style-type: none"> Continue to achieve legislative compliance through ongoing monitoring and identifying corrective action where required Conduct an annual review of all corporate governance requirements Implement administration and governance training for suitable personnel Support each branch to engage a risk management officer Support branches in meeting compliance obligations according to state-specific child protection legislation 	<ul style="list-style-type: none"> Conduct a comprehensive review of the association's constitution to ensure compliance and alignment with governance best practice Develop a national member protection policy based on the Sport Australia template, including an updated code of conduct 	<ul style="list-style-type: none"> Conduct an in-depth review of existing policies and procedures

SUSTAINABILITY

A sustainable association supported by increasing membership, multiple revenue streams and strong financial management to facilitate the growth of field archery and bowhunting in Australia

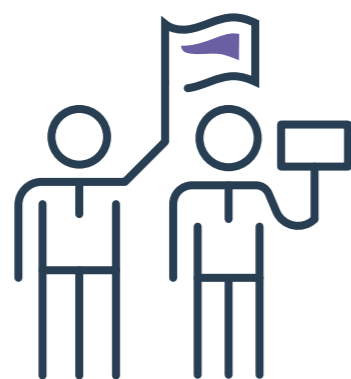


Financial stability for the association, supported by multiple revenue streams

Increased membership and participation to facilitate the sustainability of the association and the growth of field archery and bowhunting in Australia

3.2 SUSTAINABILITY

Outcomes	Operational Actions		
	Delivery Target	Strategic Target	Evolution Target
Financial stability for the association, supported by multiple revenue streams	<ul style="list-style-type: none"> Continue to operate according to a detailed annual budget and monitor actual income and expenditure Critically review financial performance annually and implement financial decisions strategically Attract and engage sponsors to offset the cost of running events 	<ul style="list-style-type: none"> Investigate and capitalise on available external funding opportunities and consider hiring grant writers Review the benefits and costs of <i>Archery Action</i> and critically analyse the future of the magazine Maximise the value that can be generated through the online shop via continued promotion and creative merchandise options 	<ul style="list-style-type: none"> Membership fees to be reviewed according to association budget, market conditions and member expectations
Increased membership and participation to facilitate the sustainability of the association and the growth of field archery and bowhunting in Australia	<ul style="list-style-type: none"> Strive to increase membership to 6,500 members Introduce an annual come and try week to be hosted by all participating clubs around the country Provide financial incentive to clubs to participate in the come and try week by offering a grant to assist in offsetting the costs of the event Conduct a survey to review membership satisfaction and enhance recruitment and retention by developing a member retention and attraction strategy 	<ul style="list-style-type: none"> Strive to increase participation at shoots nationwide and reach at least 500 participants at national events Improve youth participation rates by supporting clubs and branches to develop partnerships with schools, scouts and girl guides, including the implementation of a recognised national program supported by grant funding for clubs 	<ul style="list-style-type: none"> Introduce youth sponsorship rewards through school partnerships and the national program



PROMOTION AND ENGAGEMENT

Provision of an all-inclusive, family friendly culture, with active community engagement and marketing initiatives to promote a positive perception of the sport

A clear brand and identity that encourages a positive perception of the association

An extended network throughout Australia engaged in field archery and bowhunting

3.3 PROMOTION AND ENGAGEMENT

Operational Actions			
Outcomes	Delivery Target	Strategic Target	Evolution Target
A clear brand and identity that encourages a positive perception of the association	<ul style="list-style-type: none"> Review the name of the association and consider a slight name variation to improve funding success and public perception while continuing to represent the sport of bowhunting and field archery in Australia Implement a rebrand strategy to streamline the name variation throughout the association including updating all material accordingly Investigate paid advertising avenues and strategically implement marketing opportunities to promote the sport of field archery and bowhunting Promote positive stories and images on social media and encourage branches and clubs to share according to a social media policy Capitalise on the advertising opportunities provided by the World Bowhunters competition in 2021 to increase awareness and gain members Promote the come and try week heavily via social media and provide templated promotional resources to participating clubs 	<ul style="list-style-type: none"> Engage an expert to conduct a comprehensive marketing review Provide templated marketing material for branches and clubs Conduct a critical review of the website and make any necessary changes to ensure the provision of clear and concise information and alignment with the brand and identity of the association Improve the community's perception of bowhunting through the publication of information about the sport and its connection to the land as well as its links to the promotion of conservation 	<ul style="list-style-type: none"> Continue to promote the association and review the brand recognition strategy
An extended network throughout Australia engaged in field archery and bowhunting	<ul style="list-style-type: none"> Maintain a focus on an inclusive, family-friendly culture that fosters a love of our sport and diverse membership Continue to collaborate as necessary with Archery Alliance, striving for mutually beneficial outcomes for the sport Promote social activities and community engagement opportunities to reinforce the family-friendly culture 	<ul style="list-style-type: none"> Investigate potentially beneficial partnerships and relationships with similar organisations to utilise an established network to increase brand recognition Seek opportunities to meet with and lobby government and other agencies on behalf of branches and clubs in order to assist with grant funding, facility upgrades or other needs 	<ul style="list-style-type: none"> Consider partnerships with other associations with aligned interests to expand the association's network and diversity

Pursue innovation through technology in order to future-proof the sport

Well developed and managed facilities that will allow the disciplines of field archery and bowhunting to thrive

Branches and clubs are well supported through the provision of effective support, guidance and development opportunities



DEVELOPMENT

Utilise available resources and technology to improve the membership experience and address the long-term needs of the sport

3.4 DEVELOPMENT

Operational Actions			
Outcomes	Delivery Target	Strategic Target	Evolution Target
Branches and clubs are well supported through the provision of effective support, guidance and development opportunities	<ul style="list-style-type: none"> Utilise the membership portal to develop and supply support material to new members Promote the use of the membership portal to supply resources and support material to clubs and branches Consider a streamlined and cost-effective approach to improve the coaching accreditation scheme Ensure branches and clubs are well informed about the association's grant program Develop guidelines to assist potential clubs during affiliation with the association 	<ul style="list-style-type: none"> Invest in improving the measuring process for all bowhunters Provide resources and advice to clubs to assist in the identification, securing and servicing of quality, long-term sponsors 	<ul style="list-style-type: none"> Progressively develop simple to use resources with input from branches
Well developed and managed facilities that will allow the disciplines of field archery and bowhunting to thrive	<ul style="list-style-type: none"> Continue to develop ABA park to ensure utilisation Provide support and advocacy to clubs striving to improve their facilities 	<ul style="list-style-type: none"> Develop a set of preferred facility guidelines for clubs and branches to provide advice on the minimum standards required for hosting events and competitions Continue to support clubs with facility development in order to encourage the delivery of hosted safaris nationwide 	
Pursue innovation through technology in order to future-proof the sport	<ul style="list-style-type: none"> Seek advice from other national sporting organisations on the use of technology and apps in order to improve efficiencies in governance and administration Encourage the use of online meeting and asset management apps (e.g. meetingTRAC and assetTRAC) to streamline administration in branches and clubs 	<ul style="list-style-type: none"> Further monetarise <i>Archery Action</i> by making it available online for non-members with a subscription 	<ul style="list-style-type: none"> Develop a hunting app to streamline measuring and recording for bowhunting members

