

AUSTRALIAN CLAY TARGET ASSOCIATION  
**STRATEGIC PLAN**  
*2022-2027*





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**We pay our respects to the Aboriginal and Torres Strait Islander  
ancestors of this land, their spirits and their legacy.**



This project was proudly completed by CPR Group, September 2021  
[www.cprgroup.com.au](http://www.cprgroup.com.au)



# INTRODUCTION

The Australian Clay Target Association (ACTA) is responsible for administrating, promoting and developing the sport of clay target shooting across the country, with a focus on four disciplines: trap, skeet, sporting clays and ISSF. It does this through a network of state associations, zones and clubs who are integral to providing support and services to the over 13,000 members. The ACTA has its national grounds in Wagga Wagga, NSW, where its small team of staff are based and where its facilities include a shooting range and large convention centre.

The ACTA last prepared a Strategic Plan in 2016 and has embarked upon this project to update their future planning as part of a broader organisational review that includes the proposed transition to becoming a Company Limited by Guarantee and the adoption of a modernised constitution that addresses the limitations of their existing governance model.

## PURPOSE

This Strategic Plan has been prepared to provide the ACTA with a clear list of actions for them to undertake to take advantage of the opportunities they have and to address the challenges that they face. As with any sporting organisation the ACTA operates in a dynamic environment and this plan provides a roadmap for the organisation to react to future changes in that environment and to ensure a successful future.

## METHODOLOGY

Preparation of this plan involved the following activities:

- Review of the history and current situation of the organisation
- Review of ACTA documentation
- Analysis of the financial position of the ACTA
- A full day workshop with the Board of the ACTA
- Surveys of clubs and members to solicit their opinions on key issues
- Ongoing liaison with the CEO, President and management sub-committee
- Preparation of draft Strategic Plan for Board review and further input
- Amendments to the draft plan and preparation of the final Strategic Plan

## WHY

To provide Australian Clay target shooters with a fun, equitable, socially inclusive and competitive environment in which they can enjoy our sport.

## MISSION

To be the parent body for selected Clay Target disciplines in Australia, leading our sport for the benefit of our members.

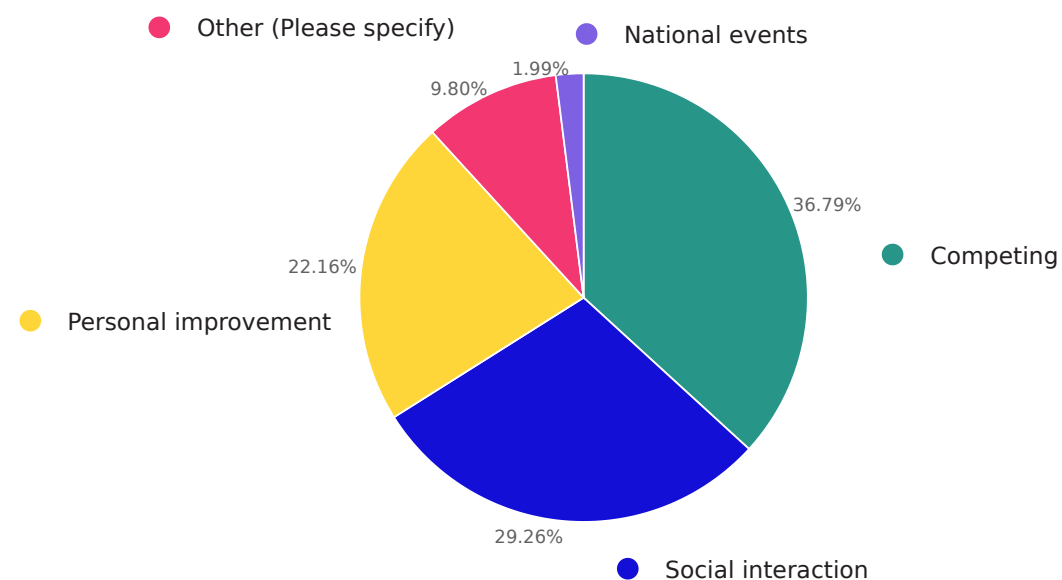
## ORGANISATIONAL PROFILE

Full legal name	Australian Clay Target Association Incorporated
Legal structure	Incorporated Association (VIC) currently transitioning to a Company limited by Guarantee
National office	ACTA Shooting Grounds, Wagga Wagga, NSW, 2650
Postal Address	Po Box 466, Wagga Wagga NSW 2650
Website	<a href="https://www.claytarget.com.au">https://www.claytarget.com.au</a>
Facebook	<a href="https://www.facebook.com/AustralianClayTargetAssociation">https://www.facebook.com/AustralianClayTargetAssociation</a>

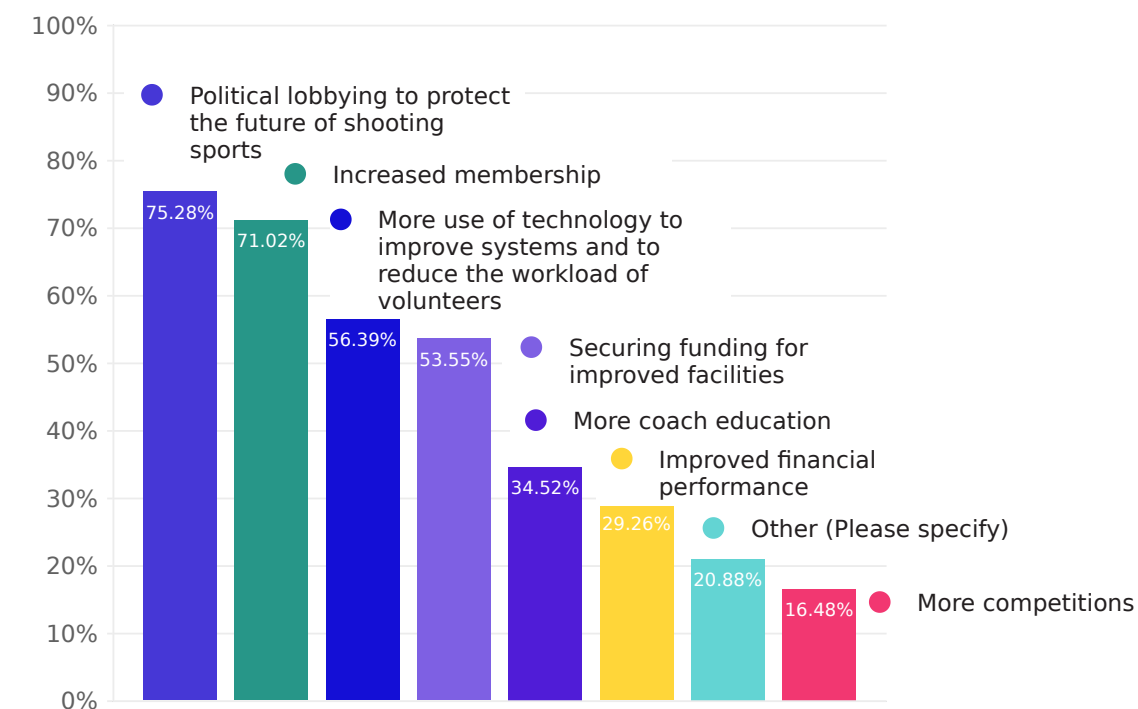
# SURVEY RESULTS

The online survey collected the views of our members to provide valuable input to the plan. The survey received a total of 704 responses.

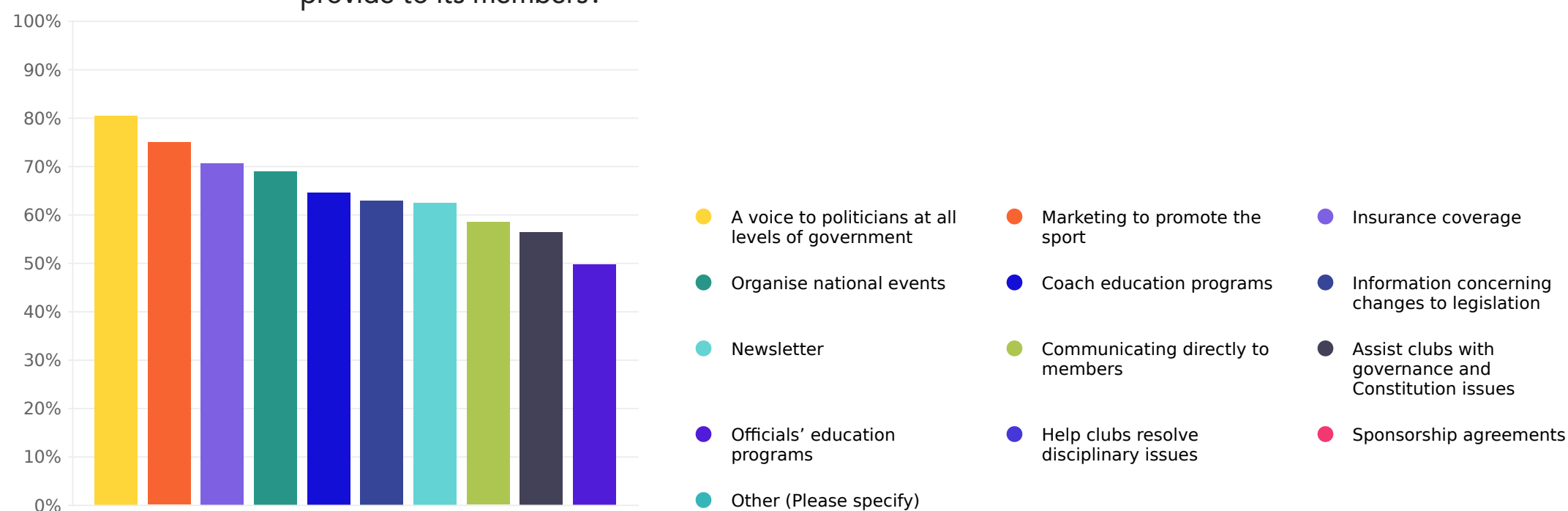
## As a member what do you most enjoy about our sport?



## What do you think are the priorities for ACTA for the next 3-5 years?



## As a national body, which of these services do you think ACTA should provide to its members?





# STRATEGIC PLAN

This strategic plan outlines the strategic direction for ACTA for 2022 to 2027. The actions that will guide the association over this period have been developed through consultation with the board, affiliated clubs and members.

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

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

**Evolution Target**  
6 years

**Strategic Target**  
4 years

**Delivery Target**  
2 years

## STRATEGIC OUTCOMES



### Leadership

**Strategic leadership** securing the future of shooting sports to the highest possible standard of ethics and safety



### Member Services

**An enhanced membership experience** growing participation in Clay Target shooting in Australia



### Communication and Relationships

**A strong network** and positive connection between all levels of the sport, including our members and external stakeholders



### Sustainability

**Financial security** supported by multiple revenue streams for the benefit of all members and to ensure the sustainability of our sport



# LEADERSHIP

**Strategic leadership** securing the future of shooting sports to the highest possible standard of ethics and safety



# LEADERSHIP

Outcomes	Delivery	Strategic	Evolution
<b>A focused, strategically minded board, comprising a complementary mix of qualifications and attributes</b>	<ul style="list-style-type: none"> <li>Achieve adoption by the members of a new constitution with provision for a skills-based board</li> <li>Identify and recruit board candidates with appropriate qualifications</li> <li>Strive to achieve diversity amongst board members to represent a range of views</li> </ul>	<ul style="list-style-type: none"> <li>Board meetings to allocate dedicated time to strategy discussion</li> <li>Introduce regular meetings between board representatives and state and club board members</li> <li>Utilise sub-committees, including non-board members, to undertake identified projects</li> </ul>	<ul style="list-style-type: none"> <li>Identify suitable board candidates from the younger members to provide succession</li> </ul>
<b>Establish ACTA's position in the future governance and administration of shooting sports in Australia</b>	<ul style="list-style-type: none"> <li>Initiate discussions with SCA, FGA, SA and other governing bodies to identify shared objectives and opportunities for collaboration that will provide benefit to clubs and individual members</li> <li>Maintain and keep secure formal, long term, agreements that continue to ensure sole rights to provide selected shooting disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Develop alliances that strengthen ACTA's position</li> <li>Build a compelling offering to clubs and members as an alternative to SSAA</li> <li>Take the initiative in shaping the future governance landscape for shooting sports in Australia</li> </ul>	<ul style="list-style-type: none"> <li>Become the shooting body of choice for clubs and members in all states and territories by offering a demonstrably superior service to members</li> </ul>
<b>Review, agree and document the roles and responsibilities of each level of governance within the sport (ACTA, states, zones and clubs)</b>	<ul style="list-style-type: none"> <li>Initiate discussions with representatives of all levels: states, zones and clubs to establish agreed responsibilities</li> <li>Communicate regularly with all members to provide a clear understanding of these responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Review the roles that each level has to play to ensure that each provides value to ACTA members</li> <li>Consider restructuring governance layers to a streamlined model</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review governance structures to ensure they deliver the best outcomes to members</li> </ul>
<b>Continued compliance with relevant legislative requirements and effective processes in place, ensuring the highest possible standard of ethics and safety</b>	<ul style="list-style-type: none"> <li>Continue to achieve legislative compliance through ongoing monitoring and identifying corrective action where required</li> <li>Conduct an annual review of all corporate governance requirements (ASIC)</li> <li>Implement administration and governance training for suitable personnel</li> <li>Support each state to undertake risk management assessments</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an in-depth review of existing policies and procedures</li> <li>Introduce new policies, if required, in line with best practice and Sport Australia advice</li> <li>Ensure all policies and procedures are available for use by states, zones and clubs as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a comprehensive review of the association's constitution to ensure compliance and alignment with governance best practice</li> </ul>



# MEMBER SERVICES

An enhanced membership  
experience growing participation  
in Clay Target shooting in  
Australia





# MEMBER SERVICES

Outcomes	Delivery	Strategic	Evolution
<b>Use new technology to future proof the sport</b>	<ul style="list-style-type: none"> <li>Continue to develop and roll out the My Clubs My Scores (MCMS) system to reduce administration burden on volunteers</li> <li>Require valid email address for members to enable future communications</li> <li>Maintain an up-to-date membership database to facilitate direct contact with members</li> <li>Utilise modern video conferencing systems to facilitate increased interaction with states, zones and clubs</li> <li>Develop an ACTA app to provide easy access to member services</li> <li>Ensure ACTA has guaranteed access to a suitable automated shoot management and grading system and ongoing support into the future</li> </ul>	<ul style="list-style-type: none"> <li>Develop systems that can be operated at club level and support clubs in their adoption</li> <li>Member registration process to be online and to trigger an automatic annual renewal process</li> <li>Member payments to be 100% online with split of fees automated to each level of administration</li> </ul>	<ul style="list-style-type: none"> <li>Use advanced technology solutions to differentiate ACTA from other shooting bodies</li> </ul>
<b>Maintain and enhance coaching services</b>	<ul style="list-style-type: none"> <li>Continue to support the states in their provision of coach education courses</li> <li>Review pathways for both shooters and coaches to ensure members have access to the training and education that they require</li> </ul>	<ul style="list-style-type: none"> <li>Review coach education programs to ensure that they continue to provide best practice training</li> <li>Use other sports' programs to benchmark and update existing programs</li> </ul>	
<b>Maintain and enhance the program of competitions offered to members</b>	<ul style="list-style-type: none"> <li>Continue to provide well organised national events</li> <li>Support States, Zones and Clubs to run local competitions</li> </ul>	<ul style="list-style-type: none"> <li>Strive to increase participation at all competitions</li> <li>Set a growth target for participation at national events</li> <li>Review location of national competitions to promote the sport in all states and territories</li> </ul>	<ul style="list-style-type: none"> <li>Seek innovative additions to existing competition formats to encourage more members to participate</li> <li>Consider joint events with other shooting bodies to increase participation and strengthen alliances</li> </ul>
<b>Grow membership and participation to support the sustainability of the association and the growth of Clay Target shooting in Australia</b>	<ul style="list-style-type: none"> <li>Develop templated support material for clubs to help them attract new members</li> <li>Develop guidelines to support new clubs during affiliation with the ACTA</li> <li>Publish a breakdown of membership costs to increase transparency and enhance members' understanding of membership value</li> <li>Introduce a national, or state by state, come and try week supported by coordinated marketing and promotion</li> </ul>	<ul style="list-style-type: none"> <li>Identify demographic groups for targeted social media campaigns encouraging participation in clay target shooting</li> <li>Review membership requirements to ensure that it is easy for new members to join</li> <li>Use existing membership database to promote opportunities for potential new members</li> </ul>	<ul style="list-style-type: none"> <li>Consider incentives for states, zones and clubs to encourage membership growth</li> <li>Continue to promote the association, its events and participation in the sport</li> </ul>





# COMMUNICATION AND RELATIONSHIPS

A **strong network** and positive connection between all levels of the sport, including our members and external stakeholders





# COMMUNICATION AND RELATIONSHIPS

Outcomes	Delivery	Strategic	Evolution
<b>Develop a communication plan to guide all communications with members</b>	<ul style="list-style-type: none"><li>Establish themes, key messages and delivery methods addressing issues and concerns identified by the members through their survey responses</li><li>Develop a social media plan as part of the overall communications plan. Include regular posts and identified content to repeatedly address the key messages</li><li>Identify opportunities for board members to generate content for social media posts</li><li>Introduce monthly meetings between ACTA CEO and/or President with each State President to provide updates and seek their views on current and upcoming matters</li><li>Improve the communication of approved board actions to states to overcome issues currently created by board member's confidentiality agreements</li><li>Board members to be visible and make visits to clubs whenever possible. Be available for meetings and to engage directly with members</li></ul>	<ul style="list-style-type: none"><li>Seek to regularly involve members, clubs, zones and state bodies in two-way dialogue about key issues affecting the sport</li><li>Use regular, direct, communication to inform members of the role of the ACTA and the board</li><li>Undertake regular surveys of members to identify key issues and to measure sentiment</li><li>Use social media to create an ACTA 'network' with states, zones and clubs online that will add followers and increase the reach of ACTA communications</li></ul>	<ul style="list-style-type: none"><li>Build a trusting relationship between all stakeholders based upon regular and transparent communication</li><li>Drive and continually improve communication channels and methods through the use of technology to ensure effective and direct communication with the members and clubs</li></ul>
<b>Develop and maintain relationships with elected representatives</b>	<ul style="list-style-type: none"><li>National and state board members to develop relationships with their local state and federal members and councillors</li><li>Encourage zones and clubs to do the same</li></ul>	<ul style="list-style-type: none"><li>Use these relationships to counter any anti-gun policies or legislation</li><li>Seek opportunities to meet with and lobby government and other agencies on behalf of clubs, zones and states to assist with grant funding, facility upgrades and other needs</li></ul>	<ul style="list-style-type: none"><li>Maintain close contacts to key policy makers to promote a positive community perception of clay target shooting</li></ul>





# SUSTAINABILITY

**Financial security** supported by multiple revenue streams for the benefit of all members and to ensure the sustainability of our sport



# SUSTAINABILITY

Outcomes	Delivery	Strategic	Evolution
Financial security supported by multiple revenue streams for the benefit of all members	<ul style="list-style-type: none"><li>Operate according to a detailed annual budget and monitor actual income and expenditure</li><li>Critically review financial performance annually and implement financial decisions strategically</li></ul>	<ul style="list-style-type: none"><li>Seek to coordinate selected club, zone, and state level sponsorships so that national deals can be attained and benefits shared</li><li>Investigate and capitalise on available external funding opportunities and consider hiring grant writers</li></ul>	<ul style="list-style-type: none"><li>Membership fees to be reviewed according to association budget, market conditions and member expectations</li><li>Support clubs with facility development to enhance the experience for members</li></ul>
Secure a positive financial return from the Range Function centre	<ul style="list-style-type: none"><li>Employ dedicated resources, either internal or third party, to actively promote use of the centre. Remuneration to be based upon performance</li></ul>	<ul style="list-style-type: none"><li>Identify both sporting and non-sporting events to appeal to broadest possible market</li><li>Identify possible alliances with tourism operators to offer packages to hirers</li><li>Investigate opportunities to increase the number of shooting events held</li></ul>	





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