



AUSTRALIAN
CAMPS ASSOCIATION
More people outdoors more often



AUSTRALIAN
CAMPS ASSOCIATION
PEOPLE OUTDOORS
Adventure for all

Strategic and Business Plan

May 2019 to May 2021

Contents	Page
Background	3
Strategic Direction	3
This Plan	4
Our Vision and Mission	4
Objective 1 - Develop and deliver Australian Camps Association (ACA) service	5
Objective 2 - Promote services	6
Objective 3 - Champion professionalism	7
Objective 4 - National peak body for residential camps and associated providers	8
Summary page	10

Background

Vision Statement More people outdoors more often.

The Australian Camps Association ('ACA') is the national peak body for camps and associated providers.

The ACA is a not for profit organisation that was formed in 2005 through the amalgamation of the Camping Associations of Victoria, Tasmania, South Australian and Queensland. As the national body, the ACA works collaboratively and innovatively to develop and support the camping and the outdoor sector.

The ACA promotes safe and meaningful camping and outdoor activities for all and advocates for the continued progression of the sector.

Membership of the Australian Camps Association is open to camp operators, activity providers and individuals or organisations with an interest in the camps sector. Today we provide information, resources, services and training to over 240 members located across the country, with equal focus given to corporate and independent operators.

People Outdoors, a branch of The Australian Camps Association, was established in 1989 to provide outdoor recreation for people of all ages with a physical or intellectual disability or an acquired brain injury. People Outdoors is a registered NDIS service provider certified with the Department of Health and Human Services (DHHS) and accredited with the Quality tourism Framework (formerly the Australian Tourism Accreditation Program - ATAP).

Programs include single day through to week long camps and provide people with disabilities the opportunity to experience the social and developmental benefits of adventure outdoors. In some cases, participation is assisted by our charity, the People Outdoors Fund. All programs are staffed by trained and passionate professionals and volunteers.

The Great Getaways are also run by the ACA. Great Getaways are camps based programs for people over the age of 55.

Both People Outdoors and Great Getaways programs are delivered using ACA member camps.

Our Constitution provides for a Board of between nine to eleven Directors, seven of whom are elected from the membership base and between two and four of whom are appointed by the Board.

The organisation employs three full time staff members, five part-time staff members, twenty casual staff and 140 volunteers to fulfil its operational obligations.

Strategic Direction

The ACA's broad directions are guided by the established objects as stated under section 3 of the Constitution.

These are as follows:

- Seek to bring about access to camping experiences for all, including those who are economically, physically or socially disadvantaged;
- Establish links, encourage cooperation and develop shared perspectives among people and organisations interested in camping;
- Promote camping in the community as a worthwhile, educational and recreational experience;
- Provide support for members by consultation, advice and cooperative action, in their pursuit of the objects of the ACA;

- Act as a recognised focus for consultation with all levels of government, providing a coordinated approach on matters related to camping in order to represent the interests of the camping community to government;
- Make submissions to government in order to seek recognition for the Company as the peak body in Australia for all matters relating to camping;
- Access government funding programs in order to improve recognition of the Company, camps and the camping sector;
- Define, review and promote high standards of camping (including safety, health and welfare), service and leadership training and care of the environment;
- Maintain and improve the quality of camping experiences offered to the community;

This Plan

The previous Plan was reviewed by the Board on Friday 15th March 2019

As a result of this review, a new rolling two year Plan was drafted, to be reviewed and amended as necessary at the first Board meeting of each year.

Approval Process

Task	Timeframe
Board set objectives	15/3/2019
CEO adds strategies and success measures, sends to the Board Executive SC for comment	22/3/2019
Board Executive SC reviews / comments	29/3/2019
Final edits made	
The reviewed document is sent to the Board for comment	5/4/2019
Strategic Plan is adopted	May Board meeting

Old Tagline: The national peak body for residential camps and outdoor activity providers

New Tagline: The national peak body for camps and associated providers

Our Vision: More people outdoors more often

Old Mission: As a national body, the ACA will work collaboratively and innovatively to develop and support camping and the outdoor sector.
We will promote the community benefits of the camping and outdoor experience.

Our Mission: The ACA develops, supports and promotes the delivery of camp experiences that provide positive community, social and personal outcomes.

Definition of stakeholders: Our stakeholders are defined as (1) the general public, (2) our members and (3) government (state and federal)

Objective 1 - Develop and deliver Australian Camps Association (ACA) service

Outcome	Strategy	Success measure	timeframe
Provide services that add value for stakeholders	Collate stakeholder feedback	Action six monthly or according to demand priority	January and July
	Conduct an annual stakeholder survey to determine satisfaction.	Report to Board	November Board meeting
	Respond to feedback within budget and existing resources	No impact on the budget	Ongoing
Deliver People Outdoors, Great Getaways and inbound groups beyond Victoria	Identify potential delivery partners in regional Victoria	Increase partnerships each year	Set target May 2019
	Increase participation in each area in regional Victoria	One program per area in 2019 Two programs per area in 2020	Dec 2019 Dec 2020
	Identify potential delivery partners in non-Victorian states	Increase partnerships each year	Set target May 2019
	Increase participation in each area in non-Victorian states	One program per area in 2019 Two programs per area in 2020	Dec 2019 Dec 2020
Scope and report on other opportunities	Existing projects are detailed and allocated a risk rating	Summary of projects detailed at Board meeting	May 2019
	A documented process for a critical review of future projects is written	Documented process is complete	June 2019
	Seek out and respond to opportunities aligned to our Strategic Plan. Non-aligned projects to be responded to according to resources available and subject to Board approval	Effort is focused on aligned work as a priority. Real opportunities are not lost	Ongoing

Objective 2 - Promote services

Outcome	Strategy	Success measure	timeframe
Stakeholders understand our value proposition	Maintain the Communications Plan	New Plan is actioned each year	July 2019
	Budget for actions in the Communications Plan	New Plan is resourced within budget	May 2019
	Refine messaging for each stakeholder group	Messages are clear and consistent	Ongoing
	Audit value proposition	Improve / increase offering	Dec 2020
	Report on value: eg Booking Service Enquiry (BSE)	No members are lost due to dissatisfaction with service	Ongoing
	Increase BSE via google ads, etc	Number of BSE increases	Ongoing
	Continue to offer free of charge (FOC) workshops in multiple states	All members and prospective members have opportunities for face to face interaction with the ACA in their own state once per year	Ongoing
	Consult members regarding additional ACA support	Produce activities to meet those needs	Ongoing
	Seek information on why members leave the ACA through exit surveys	Exit surveys are completed and gaps identified for action.	Ongoing
Increased uptake of products and services	Clearly define services and document on our website	ACA is clear on our offering	Ongoing
	Identify new services to meet member needs	Workshops, ICDC, Conference, etc are well attended and meet stated Return on Investment (ROI)	Ongoing

Objective 3 - Champion professionalism

Outcome	Strategy	Success measure	timeframe
ACA supports relevant industry initiatives	Seek out opportunities that contribute to industry initiatives.	ACA representatives on relevant focus groups / panels.	Ongoing
	Directly or indirectly drive new initiatives	ACA takes leadership on areas relevant to our sector	as opportunities arise
Accreditation and Standards are fit for purpose	Review current Quality Tourism (QT)	QT Camps and Adventure Activity (CAA) module is updated and relevant to sector needs	August 2019
	Provide input into relevant new Standards and when Standards are reviewed.	Camp sector has voice in the formation / development of Standards	as opportunities arise
Member uptake of accreditation grows	Promote accreditation through member visits, workshops, etc	Number of CAA accredited members grows	Dec each year
	Source QT promotional materials from QT	Materials are provided in visit materials and on website, etc	August 2019
Stakeholders are cognisant of Standards	Identify and communicate with relevant stakeholders	All relevant stakeholders are identified and communicated with	Ongoing
	Meet with specifically identified stakeholders	QT is aligned with stakeholder expectations	Ongoing
	Prepare materials to support impactful meetings	We have a clear position statement supporting Standards.	June 2019
Increased member compliance	Work with QT to identify common areas of non-compliance through stakeholder self-assessments.	Facilitate PD / provide tools via training / website to assist members in identifying and addressing areas of non-compliance	Ongoing – post ICDC each year
	Work with members and QT to increase compliance	Feedback from QT reflects increasing compliance, fewer common areas of non-compliance	Ongoing

Objective 4 - National peak body for residential camps and associated providers

Outcome	Strategy	Success measure	timeframe
ACA brand is well recognised	Maintain the Communications Plan	New Plan is actioned each year	July 2019
	Budget for actions in the Communications Plan	New Plan is resourced within budget	May 2019
Membership growth in all states	Scope sector to identify growth potential	Report is complete	May 2019
	Identify prospective new members	Membership growth as per Table 1 below	
	Resource ACA for continued travel program	Membership team achieve target	May 2019
	Update CRM to include camp visit report	New field is created and operational	July 2019
	Budget for and update of all ACA promo collateral – digital and print	All ACA promo collateral is updated, congruent with mission and available for use	July 2019
ACA is a point of reference for stakeholders	Identify stakeholders	Stakeholders can easily find content relevant to them on ACA website	Ongoing
	Refine messaging for each stakeholder group	Messages are clear and consistent	Ongoing
	Update and improve resources on ACA website	Website content is up to date and refreshed quarterly or as needed.	Ongoing
Collaboration with agencies / affiliated bodies	Formalise Affiliation Policy	Signed Affiliations are in place and Affiliated organisations are noted on our website (and vice versa)	Ongoing
	Identify kindred agencies that could support our mission	MoUs are in place and seen as providing value for ACA	Dec 2019
	Ensure we meet our existing MoU commitments	Existing MoU commitments are met and/or acquitted	Ongoing
	Existing MoUs are reviewed	Appropriate action is taken	Ongoing

Table 1

state	# venues	% of national total	ACA membership % of total camps	2020 goal	% of total	new camps	% growth
Vic	181	33%	131	133	73%	2	2%
NSW	132	24%	14	18	14%	4	29%
Qld	106	19%	18	21	20%	3	17%
SA	36	7%	13	15	42%	2	15%
WA	56	10%	2	4	7%	2	100%
Tas	25	5%	4	6	24%	2	50%
ACT	5	1%	0	2	40%	2	
NT	6	1%	0	1	17%	1	
total	547	100%	182	200		18	10%
% of total			33%	37%			



Strategic Plan April 2019 to April 2021

Our Vision: More people outdoors more often

Our Mission: The ACA develops, supports and promotes the delivery of camp experiences that provide positive community, social and personal outcomes.

Objectives	Outcomes
1. Develop and deliver Australian Camps Association (ACA) services.	<ul style="list-style-type: none"> a) Provide services that add value for stakeholders, b) Deliver People Outdoors, Great Getaways and inbound groups beyond Victoria, c) Scope and report on other opportunities.
2. Promote services	<ul style="list-style-type: none"> a) Stakeholders understand our value proposition, b) Increased uptake of products and services.
3. Champion professionalism	<ul style="list-style-type: none"> a) ACA supports relevant industry initiatives, b) Accreditation and Standards are fit for purpose, c) Member uptake of accreditation grows, d) Stakeholders are cognisant of Standards, e) Increased member compliance.
4. National peak body for residential camps and associated providers	<ul style="list-style-type: none"> a) ACA brand is well recognised, b) Membership growth in all states, c) ACA is a point of reference for stakeholders, d) Collaboration with agencies / affiliated bodies.