



**Recreational Fishing Alliance of NSW**  
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# **STRATEGIC BUSINESS PLAN**

## **INC 9874764**

Public Officer – Max Castle

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## Signature Page

The Strategic Business Plan has been developed at length, agreed to and signed off by the following stakeholders of the Recreational Fishing Alliance of NSW Inc.:

The Executive Committee:

Malcom Poole  
Joe Garufi  
Max Castle

Portfolio

Position: President  
Position: Secretary  
Position: Treasurer

**Signed** \_\_\_\_\_

Public Officer Recreational Fishing Alliance of NSW Inc.  
Thursday, May 28, 2009

Signed for the above Officers by

## **Mission Statement**

The Alliance promotes the sport of fishing with a view to providing facilities and services that benefit the wider community. It achieves this through working cooperatively with government departments, lobby groups, other fishing associations and its members to achieve the desired aims of the fishing constituency.

## **Corporate Vision**

The Alliance has a history of fishing excellence with respect to competitive endeavours. The Alliance brings together a number of peak fishing bodies within the state of NSW with a view to formulating policy and lobbying government and other agencies in a representative capacity on behalf of the anglers of NSW.

## **Issues Facing the Organization**

The Alliance develops policy from a local, state and federal level. The overlapping portfolios of government and departments within government (e.g. NSW Department of Primary Industries, NSW National Parks and Wildlife Service and the Marine Park Authority) create overlaps that can work against the objectives of recreational fishing. The Alliance provides a strong community contribution by analysing and commenting on policy decisions by government with a view to improving outcomes for recreational anglers.

The environmental perspective of fishing is changing. Some members of the public (usually without good research data) have formed the view that fishing competitions are undesirable. To address this issue the Alliance is in the process of reviewing government policies and encouraging comment on the issues raised. Politicization of the management of the fishery is taking up much time with all stakeholders. This leaves less time to run the organization and provide services.

Events overseas may have a direct impact on the economy. When this happens leisure items are the first to be taken off the household-shopping list. Therefore, payment of association fees and costs to participate in association events becomes more of an issue in the domestic budget. This can prevent anglers from joining associations and thus puts them out of touch with mainstream events.

## **Executive Summary**

The Alliance represents some 7,000 anglers within New South Wales. The alliance aims to promote the sport of amateur fishing, to raise awareness and provide informed advice on issues such as safety, resource management, use of national parks and the coexistence of amateur fishing with the professional fishing industry.

The Alliance promotes fishing through its members running of competitions at various venues throughout New South Wales. These events provide a safe family oriented set of activities and add to the economies of many clubs. The Alliance has been undertaking these activities since 199x and is following a course of

continuous improvement in the operation and management of amateur fishing. Such improvements include the computerization of many of the Alliance's records, which may prove useful to government agencies and researchers who wish to study the impact of various activities on fish stocks over time.

It is a statistical fact that more people take part in fishing than any other sport in the world. Unfortunately, many fishers have come to grief both on the ocean rocks and in boating accidents. There is a high probability that many of these unfortunate fishers may have avoided injury or death if they had belonged to a club that is affiliated with the Associations within the Alliance.

The Alliance is improving its administration through the enhancement of software programs used in the administration of the Alliance and the running of events. To-date good progress has been made. A web site established. [Insert web address here](#)

### **Planned outcomes to-date**

To be added as they occur.

## Environmental and Marketing Analysis

	Strengths	Weaknesses
Internal Environment	<p><b>Our STRENGTHS in the internal environment:</b></p> <ul style="list-style-type: none"> <li>• Reasonable numbers of anglers represented by member associations</li> <li>• Good financial planning and management</li> <li>• Knowledgeable and committed individuals</li> <li>• Provision of reasonable benefits to members</li> <li>• <b>Simpler rules for administration</b></li> </ul>	<p><b>Our WEAKNESSES in the internal environment:</b></p> <ul style="list-style-type: none"> <li>• Lack of funds to reach all areas to broaden participation especially people from non English speaking backgrounds</li> <li>• Not enough volunteers</li> <li>• Some member events draw criticism from the general public</li> <li>• Less than desirable number of members</li> <li>• <b>Lack of strategic alliances with other fishing groups and associations</b></li> </ul>
	Opportunities	Threats
External Environment	<p><b>Our OPPORTUNITIES in the external environment:</b></p> <ul style="list-style-type: none"> <li>• Increase in membership via direct marketing</li> <li>• Strategic alliances with other fishing organisations and government</li> <li>• Review cost structure to see if we can attract partners to fund or co-fund projects</li> <li>• Increase support from government</li> <li>• Improve our electronic communication</li> </ul>	<p><b>THREATS in the external environment:</b></p> <ul style="list-style-type: none"> <li>• Lack of revenue</li> <li>• Declining membership</li> <li>• Increased bureaucracy</li> <li>• Rising costs</li> <li>• Member poaching from other organisations</li> <li>• <b>Changes in fishing rules that will impact on core business</b></li> </ul>

## KEY RESULT SCHEDULE A

Output Area	Key Deliverables
Replace constitution	<ol style="list-style-type: none"> <li>1. Bring in model rules with definitions. The logic for doing this:               <ol style="list-style-type: none"> <li>a. The rules are always up to date as the law changes.</li> <li>b. They have been written by the people who interpret the act.</li> <li>c. From a Due Diligence perspective this shows that we are compliant.</li> <li>d. They are simple and if there is any trouble the solicitors do not have to be paid to read a set of rules they are unfamiliar with.</li> <li>e. We will always have a quorum to do business.</li> </ol> </li> </ol>
Business Planning	<ol style="list-style-type: none"> <li>2. We need an “all of business approach”. We also need to examine the business, in as much as getting in the data to find out how many people we have how many people in each club and putting together a package of benefits to get associations to want to sign up. I would think that we need to be on MYOB and track our performance. We need an e-mail blaster for as many people as we can get. People need to know about the web site.</li> </ol>
Quality	<ol style="list-style-type: none"> <li>3. Everything has to be quality. No more <i>home brand</i> anything. All our outputs need to leave the person saying “Wow, that was good or great.” We need to work with associations to assist this process.</li> </ol>
Meetings	<ol style="list-style-type: none"> <li>4. These need to be fun and to be informative. The minutes need to be action items only i.e. by who / by when.</li> </ol>

### Financial Assessment – Estimated Amounts for 2005 / 2006

Max will need to add this part.

### ACCOUNTS FOR THE YEAR ENDED 30<sup>th</sup> JUNE 2005

Max will need to add this part.

### Monitor and review of the PLAN

Strategic Business Planning	Update	Total Review	Responsibility
Values, Vision, Mission	Six-monthly, but only if required	Annually	Board/management
Environmental Analysis	Six-monthly	Annually	Board/management Committees

Strategy Formulation	Six-monthly, but only if required	Annually	Board/management Committees
Targets	Monthly	Quarterly and Annually	Board/management Committees
Financial Plans	Monthly	Annually	Board/management Committees
Resource Requirements and Action Planning	Weekly, daily	Monthly	Board/management Committees
Entire Business Plan	Annually	Annually	Board/management Committees



## Management Structure

Malcolm Poole	President
Paul Cooper	Vice-President
Stan Konstantaris	Secretary
Max Castle	Treasurer
Robert Smith	NSW FCA
Radje Diakiw	CFA
John Humphries	CFA
Joe Garufi	ANSA
Mel Brown	
Bruce Tozer	ANSA
Adrian Wayne	
Gil Schott	
Pat Wade	

## Organizational Flowchart

<b>Administration</b>
Executive as per amended model rules
Associations
Clubs

Those sitting are guided by:

1. The modified Model Rules for Incorporated Associations.
2. Government policy and the law
3. Community standards