



STRATEGIC PLAN 2025-2031

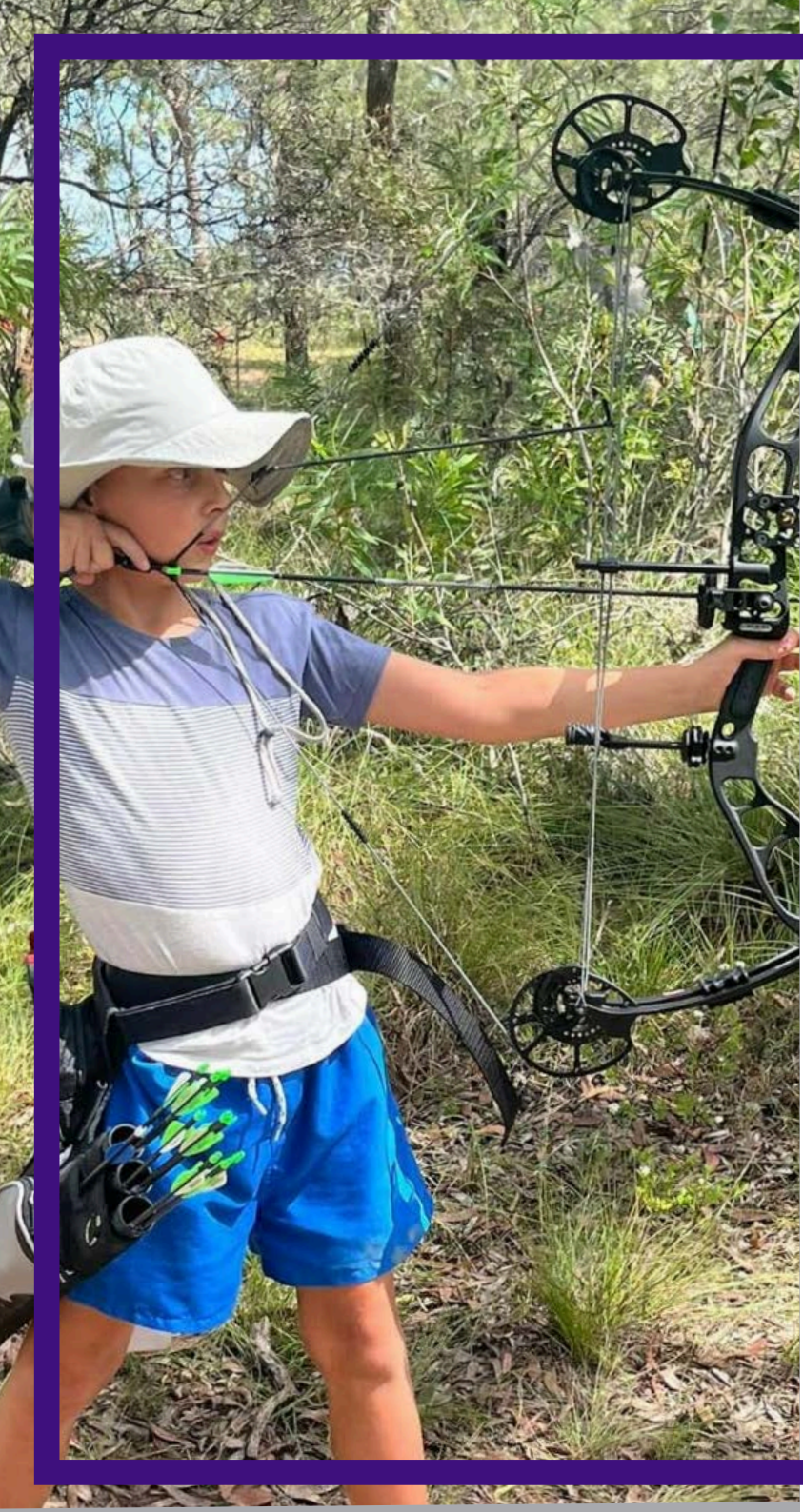


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INTRODUCTION

Australian Bowhunters Association Ltd (ABA) is the national body dedicated to preserving and advancing bowhunting and field archery across Australia. Established in the late 1970s through the evolution of its founding organisation, The Trophy Bowhunters of Australia, ABA was formed following a merger of organised bowhunting groups.

In 2022, ABA undertook a significant transformation, transitioning from an incorporated association in the Northern Territory to become a company limited by guarantee. This change modernised the association’s governance structure, moving from a large management committee to a streamlined board of directors. The board now provides strategic oversight, supported by operational and representative subcommittees and branch management committees.

ABA continues to deliver national competitions in field and 3D archery, with members travelling from across Australia to participate. Events provide opportunities for members to connect, share experiences and strengthen community ties.

Through its nationwide network of clubs and branches, ABA provides opportunities for people of all ages to experience and enjoy archery activities. Guided by its vision, ABA remains committed to promoting participation, ethical practice and a strong sense of community.

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



ORGANISATION PROFILE

VISION

Field archery and bowhunting are regarded in Australia as positive and welcoming activities, connecting people, family and nature.

MISSION

To preserve and advance the traditions of bowhunting and field archery across Australia, enabling people to come together, participate and share common interests in a respectful, safe and family-friendly environment.

VALUES



Setting the standard – Leading in safety, ethics and quality experiences



Respect – For people and the environment



Community - Welcoming, educating and supportive of everyone

ORGANISATION DETAILS

Full Legal name	Australian Bowhunters Association Ltd
Australian Company Number	093 577 603
Australian Business Number	29 093 577 603
PO Box	P.O. Box 152, Redbank, Queensland, 4301
Phone	(07) 3256 3976
Email	officemanager@bowhunters.org.au
Website	www.bowhunters.org.au
Facebook	@AustBowhunters

SCT ANALYSIS

ABA has identified the following strengths, challenges and trends across its strategic pillars.

Pillar	Strengths	Challenges	Trends
People and engagement	Leadership / future leaders: Strong existing leaders with experience and passion for the association, as well as a pool of emerging leaders showing potential Succession planning: Some processes are in place to prepare members for leadership roles, supporting continuity Website and Facebook: Established digital platforms that enable member communication and public engagement Policies and procedures: Clear governance and operational guidelines that help standardise club and branch activities Membership base: A large and committed membership that forms the backbone of the association	Membership growth and retention: Numbers have stagnated. New recruitment strategies and stronger retention initiatives are needed Volunteer engagement at clubs: Difficulty attracting and keeping volunteers, with many roles falling to a small group of people Lack of volunteers: A widespread shortage impacting events, administration and operations National TV advertising: Limited ability to reach new audiences through large scale campaigns due to cost and perceived image	Future leaders: Growing need to identify, mentor and transition new leaders into key roles Technology changes: Rapid evolution in digital tools, requiring the association to adapt its communication and operational systems Handover of roles: Increased importance of smooth knowledge transfer when roles change hands Society attitudes: Changing public views on bowhunting and outdoor activities, requiring stronger public education and positioning Politics: Government policy shifts and advocacy requirements influencing activities and access More families: Increased family participation, shaping programs and facilities Reward for efforts of volunteers: Rising expectations for recognition and appreciation of volunteer contributions Time-poor people: Members have less time to commit to volunteering or participation in extended events Social media: Continued growth as a tool for promotion, engagement and management of public perception

Pillar	Strengths	Challenges	Trends
Governance	Constitution and bylaws: A clear governance framework supporting structure and decision-making Structure of association: Defined club–branch–national model providing operational order Willingness to outsource skills and knowledge: Openness to bringing in external expertise when required	Public acceptance: Managing perceptions and building support for activities Outgoing regulation and compliance: Keeping up with changing legal and regulatory requirements Risk management: Ensuring safety and compliance at all events and facilities Government requirements: Adapting to new or stricter rules and regulations Communication: Ensuring clear, consistent messaging across all levels	Pushback by members on decisions: Managing disagreements and resistance to change Paid roles and outsourcing: Balancing costs, volunteer culture and the benefits of professional roles Club retention: Retaining affiliated clubs in the face of competition from other archery associations More government interference: Anticipating and responding to policy changes that could affect operations
Financial sustainability	Cash reserves: Strong financial position with reserves for stability History: Long-standing, credible organisation with an established track record Transparent: Clear reporting and accountability in financial management	Membership numbers: Plateau or decline impacting revenue Female members: Opportunities to increase female membership for growth Finding volunteers: Lack of volunteer support is affecting fundraising activities Financial growth and investment: Need for diversified revenue sources Club grants: Underutilisation of available grant opportunities Financial diversification: Over-reliance on membership fees and events	Declining volunteers: Less volunteer support to manage cost-saving activities Female participation focus: Increasing government focus on growing female engagement in traditionally male-dominated activities Economic impacts: Rising costs place an ever-growing strain on the financial viability of the association and affiliated clubs Grant competition: Growing competition for limited grant funds

Pillar	Strengths	Challenges	Trends
Facilities	National grants and loans: Access to funding sources for infrastructure projects Decent club facilities: Many clubs already have good infrastructure in place Volunteers to build and maintain: Skilled members who can contribute to upkeep Suitable land: Access to land for activities and events	Updating and upgrading current facilities: Need for modernisation and maintenance Inclusive (child and female): Many existing facilities don't appropriately cater for all members Lack of volunteering: Reduced capacity for facility upkeep without more volunteers	Inclusive facilities: Growing expectation for accessible and gender-friendly amenities More technology: Integration of tech in facility operations (e.g. solar, security) More sustainable facilities: Shift toward renewable energy and eco-friendly infrastructure
Programs and operations	Education and coaching: Strong foundation for skill development and training Strong policies and procedures: Consistent program delivery and event management Good leaders: Experienced individuals managing programs and events	Program operations / event operations: Need for streamlined processes and improved delivery Follow-up after training and education: Limited post-course engagement Ongoing coaching development: Need for continuous development for coaches and participants Filling positions at all levels: Shortages in operational and leadership roles Uptake of shoot programs: Variable participation rates	Branch promo activities: Need for more branch-led promotion Artificial intelligence: Opportunities to leverage artificial intelligence for training and administration Convincing people to do courses: Growing reluctance to commit to training

STRATEGIC PLAN FRAMEWORK

This strategic plan sets out a clear direction for ABA from 2025 to 2031. The strategic outcomes that will guide the association have been identified through consultation with the board, branches and members.

ABA has identified the following desired outcomes across each of its five strategic pillars:

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

Foundation - 2 years

Momentum – 4 years

Evolution – 6 years



PEOPLE AND ENGAGEMENT

A respectful, family-focused culture that attracts, engages and retains members nationwide

Membership growth of 5% per year, with a focus on increasing the proportion of female and junior members

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

Enhanced member engagement and satisfaction through improved support, communication channels and feedback mechanisms



GOVERNANCE

A strategically minded board and governance structure that ensures compliance, supports growth and builds trust across the association

A future-proof organisational structure that enhances efficiency, reduces volunteer burnout and improves support to clubs

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

Achieve a measurable improvement in the public and political perception of bowhunting and field archery, supported by strong advocacy and a positive media presence

A structured leadership development program that fosters positive succession planning at all levels of the association



FINANCIAL SUSTAINABILITY

A financially stable association supported by diversified revenue streams and transparent financial management to facilitate growth across the association

Robust financial systems and reporting to ensure transparency and accountability across all levels of the association

Build a diversified and resilient financial model by developing new revenue streams and maximising the commercial potential of ABA assets

Deliver demonstrable value to members and clubs through the strategic investment of financial resources



FACILITIES

Safe, accessible and sustainable facilities that meet the needs of current and future members

Well developed and managed facilities that support activities and events to thrive

A secure and sustainable network of facilities that protects existing clubs and supports future growth



PROGRAMS AND OPERATIONS

High-quality programs and operations that deliver consistent member experiences and support the success of clubs and branches

Effective support, guidance and development opportunities to strengthen branch and club operations and drive growth

Growth in membership and participation to support the sustainability of ABA

Champion the tradition and advance the practice of ethical bowhunting through dedicated education and clear standards

Enhance the member experience and streamline operations through the strategic adoption of modern technology

STRATEGIC ACTION PLAN



PEOPLE AND ENGAGEMENT

A respectful, family-focused culture that attracts, engages and retains members nationwide

Outcomes	Foundation	Momentum	Evolution
Membership growth of 5% per year, with a focus on increasing the proportion of female and junior members	Engage an expert to develop a national marketing strategy that sets a clear direction for the association, exploring rebranding options, consistent messaging and targeted advertising to strengthen public perception and grow participation	Secure funding for and implement the first phase of the national marketing strategy, including a pilot regional advertising campaign based on the expert's recommendations, and measure its direct impact on membership inquiries	Fully implement and sustain a national, multi-channel marketing plan with an allocated annual budget, making ABA a recognised and respected name in the outdoor and recreational community
	Enhance communication through modern digital platforms, including online newsletters and an updated website with refreshed club resources to boost engagement	Establish a formal two-way feedback loop by analysing website analytics to tailor content, striving for increased member engagement (e.g. newsletter open rates, resource downloads)	Embed data-driven decision-making as a standard practice for the board, with all major membership and program initiatives being directly informed by data analysis and member feedback
	Educate new members that no qualification is required for national events to encourage greater participation	Develop and implement a First-Timers Welcome Program at national events, including a dedicated briefing and a buddy system to reduce intimidation and improve the new member experience	
	Track membership data annually to monitor progress toward the yearly growth target and use insights to inform future decisions	Conduct a deep-dive analysis of membership data to identify key trends in member attrition (e.g. drop-off points by age or years of membership) and develop targeted retention initiatives based on these findings	



Outcomes	Foundation	Momentum	Evolution
A clear brand identity that encourages a positive perception of the association	Conduct a comprehensive review of the website and update it to ensure clear, concise information and alignment with the association's brand and identity	Develop and deliver online training workshops for clubs on Local Area Marketing and Community Engagement to build their capability and confidence in promoting the sport locally	Consider trading name options to help enhance public perception while preserving and advancing the traditions of bowhunting and field archery
	Provide clubs with marketing materials to help them engage effectively at community events, including caravan and camping shows	Launch a user-generated content campaign (e.g. "Share Your Shot," "My ABA Story") and partner with relevant outdoor/lifestyle social media influencers to significantly broaden reach beyond the existing community	Establish ABA's social media channels as the primary and most trusted source of information and community engagement for field archery and bowhunting in Australia, with high levels of positive interaction
	Promote positive stories and images on social media and encourage branches and clubs to share according to a social media strategy		
Enhanced member engagement and satisfaction through improved support, communication channels and feedback mechanisms	Create and distribute a Volunteer Handbook that outlines various volunteer roles and responsibilities	Launch a national Volunteer of the Year Awards Program to formally recognise outstanding contributions at club, branch and national levels	
	Implement a digital suggestions box on the ABA website to streamline member feedback and introduce a dedicated Membership Director role on the board to act as a conduit for the membership base	Conduct a comprehensive national membership satisfaction survey to gather data on member experiences, communication effectiveness and perceived value	



GOVERNANCE

A strategically minded board and governance structure that ensures compliance, supports growth and builds trust across the association

Outcomes	Foundation	Momentum	Evolution
A future-proof organisational structure that enhances efficiency, reduces volunteer burnout and improves support to clubs	Conduct a comprehensive review of the current branch structure, including a cost-benefit analysis and financial modelling for alternative structures (e.g., state-based paid staff). Develop a business case and transition plan for a preferred new model based on this review and member consultation	Pilot the new governance model in one or two state branches to test its effectiveness, resolve operational challenges and demonstrate its value to the broader membership	Complete the national rollout of the new, strengthened organisational structure, resulting in improved club support, streamlined operations and a sustainable volunteer environment
	Establish an additional paid or outsourced role, such as a Membership Coordinator, to support existing staff and enable the board to focus on strategic priorities	Implement a regular performance review process for all paid staff and key volunteer roles based on established position descriptions to ensure accountability and identify development needs	Implement a nationally consistent, future-proofed staffing structure with a clear and sustainable funding model, significantly reducing reliance on key volunteers for operational tasks
	Create position descriptions for current operational staff and volunteers to define roles, assess scope and identify future requirements		Achieve a fully integrated role management system where position descriptions are actively used for recruitment, induction, performance management and succession planning
	Modernise internal board communication channels to enhance responsiveness and improve information sharing		Establish a best-practice digital communication framework that ensures timely and effective information flow between the board, staff, branches and clubs, fostering a more connected ABA community



Outcomes	Foundation	Momentum	Evolution
Continued compliance with relevant legislative requirements and effective processes in place, ensuring the highest possible standard of ethics and safety	Conduct an annual review of all corporate governance requirements	Conduct a comprehensive review of the ABA constitution and bylaws to maintain compliance with legislation and best practice	Conduct an in-depth review of existing policies and procedures
	Strengthen risk management and safety protocols through consistent audits and club-level checks	Roll out a National Risk Management Education Program for all clubs, providing them with tools and training to proactively identify and mitigate risks at a local level	Achieve a demonstrable culture of safety and risk awareness across the association, with clubs proactively managing their own risk profiles and contributing to a national risk database
	Support branches in meeting compliance obligations according to state-specific child protection legislation	Implement a national Child and Member Safeguarding Framework that goes beyond legislative minimums, including the appointment and training of designated Club Safeguarding Officers	
Achieve a measurable improvement in the public and political perception of bowhunting and field archery, supported by strong advocacy and a positive media presence	Enhance relationships with government, stakeholders and other associations to safeguard bowhunting and field archery	Launch a targeted National Marketing and Social Media Campaign using the 'Field Archery Australia' trading name to reframe public perception, focusing on family, skill and environmental stewardship	Host a roundtable with key stakeholders and other archery associations to discuss the future of bowhunting and field archery and to seek common ground
A structured leadership development program that fosters positive succession planning at all levels of the association	Offer training opportunities for club and branch committee members, covering governance, financial basics and meeting procedures	Implement a formal mentoring program where experienced leaders at the national and branch level are paired with identified emerging leaders to provide guidance and support	Establish a clear succession plan for all national board positions, with at least one identified and mentored successor for each role



FINANCIAL SUSTAINABILITY

A financially stable association supported by diversified revenue streams and transparent financial management to facilitate growth across the association

Outcomes	Foundation	Momentum	Evolution
Robust financial systems and reporting to ensure transparency and accountability across all levels of the association	Transition from annual budgeting to a multi-year financial forecasting model to enable better long-term planning for major strategic investments (e.g. staffing, technology, facility development)	Implement a fully integrated strategic financial model where the multi-year budget is directly driven by the strategic plan, and financial reports track progress against strategic KPIs	
	Establish a formal investment policy for managing financial surpluses, ensuring funds are strategically allocated between the financial reserve and proactive growth initiatives that align with this strategic plan	Review membership fees according to the budget, operational costs and member expectations	
	Develop a formal national grant support program, including a partnership with a professional grant-writing service to offer subsidised assistance for clubs seeking major grant funding	Foster a culture of grant-seeking self-sufficiency, where a significant percentage of affiliated clubs are successfully securing external funding annually, with ABA providing high-level strategic guidance and resources	
	Enhance transparency by developing and distributing member-friendly annual financial summaries (e.g. infographics, short videos) that clearly communicate how funds are being used to deliver member value		



Outcomes	Foundation	Momentum	Evolution
Build a diversified and resilient financial model by developing new revenue streams and maximising the commercial potential of ABA assets	Prepare a formal commercial viability study and develop a comprehensive business plan for the Mudgee facility, outlining clear strategies for revenue generation	Implement the Mudgee facility business plan to secure a target number of external bookings per year	Transform the Mudgee facility into a self-sustaining, profitable revenue centre that contributes a defined percentage of its net profit back into the association's central operational budget
	Develop and launch a formal National Partnership Program framework, identifying and approaching potential partners (e.g. grant-writing services, outdoor retailers, marketing agencies, training providers) who can offer multi-year cash and in-kind contributions to the entire association		
Deliver demonstrable value to members and clubs through the strategic investment of financial resources	Develop and publish a clear Member Value Proposition that transparently outlines how membership fees are used and the full range of benefits members receive, addressing the "what do we get for our money?" question	Fund and launch a new National Member-Benefit Initiative (e.g., a volunteer recognition program, subsidised access to coaching courses) directly from financial reserves to provide a tangible return on investment for members	Achieve consistently high member satisfaction ratings regarding value for money in annual surveys, with the financial model including a dedicated budget for ongoing member benefit initiatives
	Redesign the club grant process into a formal, transparent, and well-promoted Club Development Fund with clear criteria for clubs needing financial assistance or funding for small projects	Proactively use the Club Development Fund to invest in club capability building (e.g. subsidised training for treasurers, grant-writing workshops), aiming to reduce the number of clubs facing financial distress	Fully integrate the Club Development Fund with the national strategic plan, with annual investment priorities set by the board to drive key outcomes in areas such as facility standards, member safety and participation growth



FACILITIES

Safe, accessible and sustainable facilities that meet the needs of current and future members

Strategic Goal	Foundation	Momentum	Evolution
Well developed and managed facilities that support activities and events to thrive	Develop National Minimum Facility Guidelines to ensure consistency, accessibility and safety standards across all clubs	Assist clubs in upgrading and maintaining infrastructure through external grant funding, with a focus on inclusive amenities, disaster resilience, reliable telecommunication connections and sustainable solutions like solar power and energy storage	Embed a culture of proactive asset management, where a majority of clubs create and actively use a formal, long-term facility maintenance and development plan
	Successfully relocate to a new national office or secure a renewed, long-term lease that is fit-for-purpose, supporting the association's evolving staffing structure and operational needs	Establish the national office as a highly efficient operational hub with modernised systems and streamlined workflows that effectively support all staff, volunteers and member services	
	Partner with a regional club to pilot at least one national safari event in a new, highly accessible location, with a formal review of its financial viability and impact on member participation	Establish a sustainable and popular national safari series, rotating annually between two or three proven, accessible regional hubs to create a more equitable and financially viable national competition structure	
A secure and sustainable network of facilities that protects existing clubs and supports future growth	Develop a comprehensive national land tenure and asset register for all clubs, documenting lease arrangements, ownership status and identifying clubs with the highest tenure risk	Establish a dedicated national Land Security Fund and provide high-risk clubs with access to legal and planning expertise to help them proactively negotiate lease renewals and secure long-term tenure	Grow the number of clubs with long-term lease agreements, with the ultimate goal of no net loss of facilities due to avoidable tenure issues
	Create a National Facilities Growth Strategy , identifying priority regions for new club development based on population data, member demand and potential land availability	Actively partner with local councils and state land authorities in at least two priority regions to identify and secure suitable land for the establishment of new ABA clubs	Successfully establish at least two new ABA clubs on newly secured, long-term tenure sites, creating a proven model for future expansion



PROGRAMS AND OPERATIONS

High-quality programs and operations that deliver consistent member experiences and support the success of clubs and branches

Outcomes	Foundation	Momentum	Evolution
Effective support, guidance and development opportunities to strengthen branch and club operations and drive growth	Provide accessible education and training resources to support clubs in running effective programs, setting up a course and managing operations	Encourage clubs to adopt cashless systems at their facilities to reduce risk and ease volunteer workloads	Progressively develop and refine simple-to-use resources with input from branches
	Increase the number of accredited coaches nationwide by creating a clear accreditation pathway with consistent standards and ongoing development opportunities	Develop a hybrid (online/in-person) coaching curriculum to increase accessibility and establish a national mentoring program for newly accredited coaches to ensure they are supported and retained	Establish a self-sustaining and nationally respected coaching program, where coaching is a key driver of member recruitment and retention and every club has access to at least one active, accredited coach
	Support clubs to formalise volunteer recognition through initiatives such as awards, branded apparel or volunteer appreciation programs		Establish a National Volunteer Recognition Program with a formal awards ceremony, celebrating excellence in club administration, coaching and event management



Outcomes	Foundation	Momentum	Evolution
Growth in membership and participation to support the sustainability of ABA	Introduce initiatives to engage juniors, including exploring discounted membership for under-18s and free come-and-try days to encourage long-term participation	Increase participation at shoots nationwide and aim for a minimum of 200 participants at national events	Support clubs to explore non-traditional participation activities, including simulators and indoor archery, to boost new participation and engagement
	Develop distinctive trophy awards for individual events and assess their potential to attract commercial partnerships	Actively market the newly developed awards to secure a naming rights sponsor for at least one major national event, creating a successful pilot model for event commercialisation	Establish a sustainable event partnership program where all major national events have a commercial partner, with revenue directly contributing to managing event costs for members and enhancing the prize pool
	Refresh target sets and 3D formats based on member feedback to enhance the shooting experience and maintain engagement	Establish a targeted outreach process to reconnect with lapsed members and strengthen long-term retention	
	Develop and promote beginner-focused programs with clear pathways from club to branch and national levels, prioritising opportunities for women and juniors		
Champion the tradition and advance the practice of ethical bowhunting through dedicated education and clear standards	Review and modernise the national Bowhunter Education Program , developing new online modules to reflect best practices in safety, ethics and conservation	Continue to integrate the Bowhunters Education Program into the core membership pathway, making it a requirement to complete the new program to claim game and participate in the bowhunting awards system	Establish the Bowhunter Education Program as the national benchmark for ethical bowhunting, formally recognised by government bodies and land managers
	Develop and distribute a clear Ethical Bowhunting Code of Conduct for all members, promoted through the ABA website, social media and club-level education sessions	Launch a targeted public relations campaign showcasing ABA members as responsible conservationists, sharing positive stories of ethical harvesting and environmental stewardship	Secure formal partnerships with key conservation or land management groups, positioning ABA as a credible and essential partner in the management of feral species and the promotion of sustainable outdoor activities



Outcomes	Foundation	Momentum	Evolution
Enhance the member experience and streamline operations through the strategic adoption of modern technology	Conduct a national technology needs analysis and pilot a digital scoring system at select national and branch events to prove its viability	Implement a national digital scoring system for all major events and launch an online resource hub with video training modules for clubs (e.g. "how to set a course")	Achieve an integrated digital ecosystem where data from membership, events and coaching platforms is used to inform strategic decision-making and enhance the member experience
	Partner with a suitable supplier to trial emerging technologies such as archery simulators or virtual reality experiences at a major national event to gauge member interest in non-traditional formats		Establish ABA as an innovator, with a dedicated annual budget for exploring and integrating new technologies that keep activities engaging and accessible for the next generation of archers

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