

TOWARDS 2025 STRATEGIC PLAN

Planning for the Future of Our Sport



NRA of Australia

Gold Coast 2018

Gold C

INTRODUCTION

“The secret to change is to focus all your energy, not on fighting the old, but on building the new.”

Socrates

The National Rifle Association of Australia (NRAA) has had a long and distinguished history in Australia; known as one of the oldest sporting institutions in Australia, with close historical ties to the Australian Military and with members who have distinguished themselves in two World Wars and in other conflicts. We have had many international competition successes, established through many national successes and a strong membership base.

The NRAA now stands at an important crossroad in its history. We have prospered over many decades, but much of our strategic environment has changed and continues to do so, at an ever-increasing pace. Our original *raison d’être* remains relevant, but it is not dynamic enough on its own to ensure our survival into the future. We must evolve commensurate with world realities and community expectations, the community from which our membership is drawn, and to whom we have a responsibility to ensure that we are a safe and inclusive sport.

Changing demographics are calling into question our traditional ideas about membership. The Board recognises that we need to change our business model if we are to survive and prosper. We must explore ways to make sure we are relevant to all members and that we provide an excellent experience in a time poor world — we must give our membership great value for money. We will continue to exploit technology to communicate with our members and demonstrate more publicly that we are a safe and inclusive sport. This approach will also see shooting evolve, not only through the ways we deliver the sport, but in the manner in which we embrace these changes and engage with the current and future membership.



With growing government and public demand for better management in the not-for-profit (NFP) sector, we need to conform to best-practice governance principles. In order to ensure we benefit from the wide spectrum of talent available in the community, we must pursue greater diversity in our membership and in our leadership. To ensure we can continue to operate effectively into the future, we need to develop a stronger focus on business development. We must explore strong strategic alliances to reduce this administrative and governance overhead particularly where it supports the longevity and continued success of our sport.

This strategic plan reflects the Board’s work to date. It sets out our proposed development path and provides the framework within which all our efforts will take place. While it is central to our thinking and our activity, it is not locked rigidly in stone. The Board will review and update this plan annually, in consultation with the membership to ensure that it continues to reflect our circumstances and our needs. That said, we cannot do this by ourselves; as a sport we must be united in our cause, a cause focused on the relevance, and sustainability of this great sport.

Our journey to 2025 will consolidate the NRAA’s position as one of Australia’s leading and sustainable target shooting sports.

PHILOSOPHY

Target rifle shooting is an important component of Australia's traditional sporting landscape and our history as a Nation. Target rifle shooting is a 'Sport for Life'.

The NRAA is committed to the long-term sustainability and success of target rifle shooting. It promotes strong community clubs, focused on development, mentoring and active participation. We have a strong culture, focused on safety, inclusiveness and commitment. We encourage participation from a diverse community demographic where age, gender, or disability makes no difference. We recognise that our strength lies in our community of sports men and women, who uphold the values of leadership, inclusiveness, integrity, excellence and courage.

At the national level, the NRAA contributes policy advice and strategic governance to ensure National and International success in all target shooting disciplines. It supports long term collaborative relationships with National and International shooting bodies, Government agencies, Police Services, the Australian Defence Force, and Australian industry. We coordinate successful Australian Teams representation at major international and national sporting events. We provide the community with assurance of the benefits and safety of this long-standing 'Sport for Life'.

-  We value our members with strong ethics and commitment to the growth of the sport.
-  The NRAA is committed to the continuing development of a strong and unified sport for all participants.
-  Target shooting is a sport that provides opportunity for all, whether that be succeeding at the club level or succeeding at the elite level.
-  Our culture is underpinned by – safety, inclusiveness and commitment.
-  We are a unified, multidiscipline community, focused on our successes, big or small.



We are a Sport for Life

OUR VISION

To be Australia's foremost target shooting sport; recognised as being safe, family inclusive and progressive.

OUR MISSION

To promote and grow the sport of target rifle shooting, so that; more people participate and learn, with more successes; underpinned by a strong community with a culture of safety, commitment and enjoyment.

OUR VALUES

Leadership (fearless, proactive, innovative, progressive, transparent, accountable, effective)

Inclusiveness (flexibility, equality, diverse, impartial, objective)

Integrity (fair, ethical, open, clear, honest, responsible)

Excellence (to achieve the best outcomes for the sport)

Courage (be brave to make bold decisions, think the unthinkable, speak the unspeakable)



OUR STRATEGIC OBJECTIVES

- ⇒ Participation
- ⇒ Performance
- ⇒ Relationships and Strategic Alliances
- ⇒ Sustainability



OUR SUPPORTING ACTIONS

- ⇒ Growth and Participation
- ⇒ Raise Our Profile
- ⇒ Competition Development
- ⇒ Strong Administration and Governance



ACTION 1 – Growth and Participation

- ⇒ Grow the membership of Our Sport through regular campaigns to recruit new members.
- ⇒ Grow Our Sport through attraction by a broader base of shooters by adopting new disciplines, where it is safe and feasible to do so.
- ⇒ Develop strategic alliances with other national shooting bodies and/or commercial providers where it supports NRAA outcomes and strengthens our Sport.
- ⇒ Develop a national online membership system, that strengthens the management of Our Sport.
- ⇒ Reinvigorate communication in Our Sport through a revitalised website, use of social media and targeted stakeholder communications.
- ⇒ Refresh the ATR and encourage more technical articles.
- ⇒ Recognise Our Sports Volunteers at the National level, annually.
- ⇒ Investigate a revised membership system and different cost structures to attract different shooters to Our Sport.
- ⇒ Look at alternate pathways to attract new shooters to Our Sport, focused on technology, such as laser systems.
- ⇒ Develop a National junior development pathway to grow, encourage, mentor and teach young shooters in – expanding on the NSW schools program for both F Class and TR disciplines.

ACTION 2 – Raise Our Profile

- ⇒ Rebrand the NRAA, focusing on Our strong culture underpinned by our values and our heritage as a Sport.
- ⇒ Provide strong leadership and governance to Our Sport.
- ⇒ Actively work with the State and Territory associations to reduce the administration and governance overhead and to work as one organisation, aligned to Government Direction.
- ⇒ Actively target diversity to strengthen Our Sport, focusing on people with disabilities, women and families.
- ⇒ Improve membership services, specifically in insurance, the membership database and communication.
- ⇒ Consider partnering with a charity, to promote Our Sport as being friendly, inclusive, caring and good community citizens.
- ⇒ Develop a comprehensive media plan for Our Sport and formalise our access to public relations and media outlets.
- ⇒ Investigate the development of an NRAA Foundation, where it can be used to strengthen Our Sport and support our longevity
- ⇒ Continue to focus Our Sport on being safe and inclusive.

What Does Success Look Like ?



More participants and membership growth – 5% (250 people annually) annual growth in membership to 2025.



Deployed a new membership database and communications tools by 2020.



Strong Governance – we will be meeting the Australian Sports Commission Sport Governance Principals, 2012, by 2020.



Stable and strong relationships – the NRAA and S&T will work collaboratively and reduce administrative overheads by 2021.



ACTION 3 – Competition Development

- ⇒ Re-evaluate the teams and individuals competitions program, to ensure greater participation aligned to an inclusive program of competitions.
- ⇒ Actively promote Australia as a location for international competitions; actively bidding for international competitions over the next decade.
- ⇒ Develop an 8 year plan for Our Teams to be successful, focusing initially on:
 - 2020 NRAA Touring Team – South Africa
 - 2021 Australia Match – BisleyUK
 - 2021 F Class World Championships – South Africa
 - 2023 Palma / World Championships – South Africa
- ⇒ Bid for the Long Range World Championships to be held in 2029.
- ⇒ Develop a 5 year rolling calendar of international and National events.
- ⇒ Represent the Our Sport's members at international and national level bodies and forums such as ICFRA and Shooting Australia.
- ⇒ Simplify and where appropriate, align our rules with ICFRA (and other international bodies such as ISSF).
- ⇒ Focus on maintaining and developing our range facilities.

ACTION 4 – Strong Administration and Governance

- ⇒ Create a Centre of Excellence, that will focus on:
 - Safety and range design
 - Training and Education for Our Shooters and our Volunteers
 - Development of shooters, officials and range officers
 - Assisting clubs with 3rd party hiring of their facilities, grants and other mandatory requirements
 - Develop elite athlete pathways.
- ⇒ Develop a repository of helpful information and guidance to the Clubs.
- ⇒ Actively target the right people to be on the Board of the NRAA, specifically women, to meet Government directed policy.
- ⇒ Review the NRAA constitution.
- ⇒ Promote openness and transparency into NRAA decisions, underpinned by strong governance and reduced administration and timely communication.
- ⇒ Align the Our Sport to the Australian Sports Commission Sport Governance Principals, 2012.
- ⇒ Re-evaluate the cost model of Our Sport and how members are charged fees, with a simpler model aligned to specific outcomes.

What Does Success Look Like ?



Competitiveness at all levels and elite success – we will continue to place in the top 3 all international competitions.



We will have developed a new program of national competitions by 2020.



Reviewed the NRAA constitution by 2021.



We will have a women on the NRAA Board by 2020.



We will have developed a pathway to attract and develop young shooters by 2021.



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MISSION

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STRATEGIC OBJECTIVES

Participation

Performance

Relationships &
Alliances

Sustainability

SUPPORTING ACTIONS

ACTION 1
Growth &
Participation

ACTION 2
Raise our profile

ACTION 3
Competition
Development

ACTION 4
Strong
Administration &
Governance

A Sport for Life



A Sport for Life



Australian F Open Team, Canada 2017



Australian Palma Team, New Zealand 2019



A Sport for Life



Australian Team, Bisley 1928

PROGRESS REPORT



A Sport for Life

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Life*