



# PISTOL AUSTRALIA

The premier target pistol shooting association in Australia

**STRATEGIC  
PLAN  
2016-2021**



[www.pistol.org.au](http://www.pistol.org.au)



# INTRODUCTION

Pistol Australia (PA) is the premier target pistol shooting association in Australia. Through its affiliation with Shooting Australia, PA has the sole right to field target pistol shooting teams to represent Australia at the Commonwealth Games, Olympic Games, World Cups, World Championships, Paralympic Championships and other international target pistol shooting competitions.

As a national sporting organisation, PA provides the means for members to learn to handle pistols safely and competently in a controlled and competitive environment. Furthermore, the provision of training and development for up-and-coming young athletes through all levels of shooting ability, from novice to the elite shooter is a major focus. Ultimately, PA provides over 16,000 members with the opportunity to visit and shoot at hundreds of clubs in Australia and overseas.

In collaboration with Member Associations, Pistol Australia will provide leadership in providing premier support, service and guidance to target pistol shooters throughout Australia. This strategic plan has been developed to support all levels of the sport. It is underpinned by a deep seeded commitment to grow the sports membership and profile with operational plans to successfully achieve our vision.





# Pistol Australia

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# ONE PAGE SUMMARY

## FOCUS

### OUR VISION

To maintain and promote our position as the premier sporting organisation for target pistol shooting in Australia

### OUR MISSION

To play an ongoing leadership role in the support, development and promotion of the sport of target pistol shooting in Australia

### OUR VALUES

- Leadership
- Unity
- Courage
- Integrity
- Excellence

### OUR STRENGTHS

- Affiliation with and pathway to Commonwealth Games, Olympic and Paralympic Games.
- Suitable for all ages, abilities and genders.
- Reach across metropolitan, regional and remote Australia
- Solid and secure financial position

## DIRECTION

### FOUNDATIONS

- Governance
- Best Practice
- Leadership
- Respect
- Operations
- Culture
- Communication

### PROFILE

- Brand Definition
- Marketing Plan

### PARTICIPATION

- Membership
- Database

### EVENTS

- National Championships
- Coaching Seminar
- Anniversary Dinners

### PATHWAYS

- Athlete, Coach and Official Pathways
- Training Environment
- Support Services
- Competitions

### ALIGNMENTS

- Government
- Stakeholders
- Partnerships
- Shooting Australia

## OUTCOMES

### KEY PERFORMANCE INDICATORS

By 2017

- 100% ASC Governance requirements implemented
- 85% satisfaction with PA service
- 18,500 registered members
- 100% Member alignment with PA Strategic Plan
- 100% adoption of Digital Media Strategy

### MILESTONES AND OUTCOMES

By 2017

- Increased funding from commercial and private partners
- High quality international events consistently delivered
- Successful marketing of PA events
- Development and distribution of high quality PA merchandise
- Recognised support mechanisms for high performance athletes

### REVIEW

- Monitored regularly at each Executive Committee and Management Committee Meeting
- Reviewed annually and adjusted to take into account changing environment or new opportunities

### SUPPORTING PLANS AND STRUCTURES

- Supported by the High Performance Plan, National Participation Plan and Commercial Development Plan
- PA Management and staff
- Committees and councils the strategic plan
- Member states



## OUR VISION

**“TO MAINTAIN AND  
PROMOTE OUR POSITION  
AS THE PREMIER  
SPORTING  
ORGANISATION FOR  
TARGET PISTOL  
SHOOTING IN AUSTRALIA”**



## OUR MISSION

**“TO PLAY AN ONGOING  
LEADERSHIP ROLE IN THE  
SUPPORT, DEVELOPMENT AND  
PROMOTION OF THE SPORT OF  
TARGET PISTOL SHOOTING IN  
AUSTRALIA”**



# OUR VALUES



## LEADERSHIP

Commitment to directing and supporting the sport while setting an example in all aspects of governance, administration and competition



## UNITY

Supporting, helping and working collectively for the betterment of the sport through shared ideas, knowledge and experience



## COURAGE

Open to new ideas and preparedness to tackle challenges with optimism, creativity and consideration



## INTEGRITY

Placing the best interest of the sport above all while working with honesty, transparency and accountability



## EXCELLENCE

Celebrating success and rewarding achievement while also striving for continual improvement in results and service

# OUR STRENGTHS



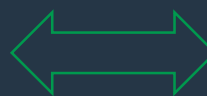
## PATHWAY

Pathway to Commonwealth, Olympic, Paralympic Games; World Championships and International Events.



## VERSATILITY

Suitable for all ages, abilities and genders.



## REACH

Reach across metropolitan, regional and remote Australia



## FINANCE

Solid and secure financial position



# OUR STRATEGIC PRIORITIES

## 1. FOUNDATIONS

- **Governance** – implement best practice governance processes in line with the ASC Sports Governance Principles (March 2012) to administer the sport of target pistol shooting in Australia
- **Operations** – ensuring quality management structure, budgets, support systems and management of resources
- **Best Practice** – equip the sport with the best practice policy and programs to ensure the integrity of target pistol shooting is continually enhanced
- **Culture** – create a culture that is inclusive of all stakeholders and respect the tradition and history of the sport
- **Leadership** – unified leadership at all levels fostering and encouraging participation and promoting excellence in performance
- **Communication** – deliver an effective communication plan that connects clubs, ranges, members and fans in an innovative way
- **Respect** – be respectful and reliable but also bold and ambitious

## 2. PROFILE

- **Brand Definition** – define the PA brand by articulating its essential elements to achieve a common ambition for its identity in Australia
- **Marketing Plan** – develop a marketing plan with a strong social media focus for PA to increase visibility, credibility and capability and maximise opportunities for the sport by diversifying income
- **Social Media Profile**: Effectively utilise social media and other emerging media to maximise PA profile

## 3. PARTICIPATION

- **Membership** – review PA's participant base to develop a new membership category framework which captures all target pistol shooters
- **Database** – adoption and use of database information across all PA member states to capture and improve the reporting of members' information/ data
- **Clubs** - develop a contemporary and viable national club development model and focus on the resources to recruit and retain participants
- **Participation Programs** - support member states to grow participation across age groups, abilities and environments
- **Coaches and Officials** -provide contemporary education and training resources and opportunities to support all stages of the coaching and officiating pathway

## 4. EVENTS

- **National Championships** – source and secure commercial support for the national events portfolio to enhance delivery, reduce costs to participants and raise the profile of target pistol shooting
- **Coaching Seminar** – conduct bi-annual education seminars to facilitate shared coaching knowledge and teaching techniques nationally
- **Anniversary Dinners** – recognize significant PA milestones in a forum that highlights the success of the sport

## 5. PATHWAYS

- **Athlete, Coach and Official Pathways** – Develop and deliver national pathways for athletes, coaches and officials in line with Shooting Australia and inclusive of talent identification strategies which increase and maximise development outcomes
- **Training Environment** – establish quality training environments for athletes and coaches to develop world class potential
- **Support Services** – secure the right support services for athletes within their training environment and whilst competing nationally and internationally to complement coaching support in developing world class potential.
- **Competitions** – construct a national and international competition pathway that provides athletes, coaches and officials with access to the right quantity and quality of competitions for world class development

## 6. ALIGNMENTS

- **Government** – build strong relations with Governments (Federal and State) and their stakeholders to increase awareness 'of' and support 'for' the contribution the sport of target pistol shooting makes to Australia and internationally
- **Partnerships** – determine the key relationships that will enhance PA's position within the market and create WIN / WIN outcomes which optimise the sport's performance and growth plans
- **International** – have appropriate representation within Oceania and Asia to support the development of target pistol shooting and raise the awareness 'of' and support 'from' Shooting Australia

# OUR OBJECTIVES

Strategic Priorities	Objectives
<b>1. FOUNDATIONS</b>	<ul style="list-style-type: none"> <li>• Unite the sports' stakeholders to work together to grow target pistol shooting in Australia</li> <li>• Develop Governance structures in line with the ASC's Sports Governance Principles to meet the contemporary imperatives of running the sport today and into the future</li> <li>• Build the commercial acumen of the sport to further encourage government and corporate respect, confidence and investment, to ensure financial viability</li> <li>• Deliver a common digital platform to provide effective membership data capture and accurate reporting of the profile of the sport</li> <li>• Ensure Pistol Australia is a proactive leader in enhancing the integrity of the sport building respect for the brand nationally</li> </ul>
<b>2. PROFILE</b>	<ul style="list-style-type: none"> <li>• Create a definitive visual brand for target pistol shooting to deliver a contextually relevant, contemporary, recognisable sport</li> <li>• Increase visibility and profile of the sport of target pistol shooting to attract strategic partnerships</li> <li>• Produce investment demand for the brand of target pistol shooting in Australia to enhance revenue generation opportunities and ensure a sustainable base</li> </ul>
<b>3. PARTICIPATION</b>	<ul style="list-style-type: none"> <li>• Support member states to deliver participation program/s which grow membership and are inclusive, safe and fun</li> <li>• Develop a contemporary club model in partnership with member states which recruits and retains participants by addressing their needs</li> <li>• Construct a new membership category framework for target pistol shooting, which captures and reflects the true participation numbers for the sport to ensure that we have a reliable profile of our position</li> <li>• Recruit, train and retain quality coaches and officials to support membership growth</li> </ul>
<b>4. EVENTS</b>	<ul style="list-style-type: none"> <li>• Deliver quality commercially supported national events, in partnership with member states and territories, to profile, support and enhance the athlete, coach and official development pathways</li> <li>• Host international events in Australia to provide the opportunities for members to shoot world class matches and raise the profile of target pistol shooting</li> </ul>
<b>5. PATHWAYS</b>	<ul style="list-style-type: none"> <li>• Establish national pathways for athletes, coaches and officials in line with Shooting Australia which increases the talent pool and optimises the development of the sport</li> <li>• Build quality training environments for athletes and coaches to optimise development performance outcomes</li> <li>• Provide the right support services for athlete and coach development to enhance the sports capacity to achieve international success</li> <li>• Construct national and international competition pathways which provides athletes with access to appropriate quality and quantity of competition at all levels</li> </ul>
<b>6. ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Foster strong relationships with Shooting Australia and its stakeholders to support the growth of target pistol shooting in Australia, Oceania and Asia</li> <li>• Forge partnerships with corporate organisations, the Australian Sports Commission (ASC), Universities, private providers and other sports to assist PA to grow the sport in alignment with the core objectives</li> <li>• Provide leadership support to the Oceania zone to grow target pistol shooting and ensure PA's and Oceania interests are represented within the ISSF, IMSSU and Shooting Australia</li> </ul>



# OUR MILESTONES AND OUTCOMES

By the end of 2021 it is expected that the following will have been achieved:

- Best practice ASC Sports Governance Principles implemented and supported by the member states
- Funding from, commercial and private sources is recognition of a well governed organisation
- Commercially supported sport (PA, programs, teams, events) with reduction of capitation revenue as % of PA total revenue
- Formalised leadership structure operates effectively, in line with the national focus
- Stakeholder alignment with PA strategic plan
- National database provides accurate statistical data for market understanding and, program development, delivery and reporting
- Increased membership and event participation
- Demonstrated ability to successfully market PA events and products maximising utilisation of contemporary 'media' tools
- National participation programs agreed and implemented
- Contemporary club model recruits and retains members
- High quality events being consistently delivered across Australia
- National pathways are identified for the development of athletes, coaches and officials
- Nationally agreed, viable events framework to support the athlete, coach and referee development pathways
- Achieving podium performances at benchmark events and Olympic games



# REVIEW

- The strategic plan will be monitored regularly as part of the agenda of each Executive Committee and Management Committee Meeting.
- The strategic plan will be formerly reviewed annually and may be adjusted to take into account changing environment or new opportunities.

# SUPPORTING PLANS AND STRUCTURES

- The strategic plan will be supported by the High Performance Plan, National Participation Plan and Commercial Development Plan.
- PA Management and staff will develop supporting operational plans outlining tasks and activities, timelines, key performance indicators and resources required.
- PA will ensure its committees and councils operating structure and position descriptions reflect the goals, priorities and success indicators of the strategic plan.
- PA will develop partnership agreements will Member Associations outlining alignment of plans and systems, roles and responsibilities, resources and performance indicators in delivering the goals and priorities of the strategic plan.



