



STRATEGIC PLAN

2022 - 2027



GIVE IT A SHOT





FOREWORD

I am delighted to present the QRA Strategic Plan 2022 – 2027, which outlines the strategic direction to help showcase our magnificent sport. Target Shooting and the QRA is a hidden gem with a rich history in sport and significant contribution to the broader community.

In developing the QRA Strategic Plan, the Board reflected on the past 160 years, taking stock of past successes and failures while also acknowledging that there is a greater need to evolve in order to position the Association strongly into the future.

The Plan states our Vision and Purpose, underpinned by our Values and linked to three Strategic Pillars. These are summarised within the Plan along with what we aim to achieve over the next five years. To achieve these goals, we need to enable an environment in which our Values are aligned by all those participating in our sport.

The Strategic Plan represents views from the Board and QRA members, whose input has been invaluable in its development. I am certain that with the collaboration of our Staff, Board, Committees and Members the objectives will help us to grow our sport and share the message that Target Shooting is more than a great sport.

Andrew McKillop
QRA Chair





OUR ENVIRONMENT

QRA's place in history tells of the vital community service provided by improving marksmanship skills for the volunteer forces. We are still playing a pivotal role in training people in the safe and responsible use of firearms. Our sport offers the opportunity for men and women aged from 11 to 99, to compete on an equal basis.

It is reasonable to expect that the environment in which we operate is vastly different from our beginnings in 1861. Lifestyle changes such as variable hours of work and standard of living expectations intersecting with the vast choice of sport and leisure activities, all competing for spare time. The emergence of "experience based" recreation allows people to participate in different activities without the need to commit to typically membership-based sports.

The demand for new firearms licenses continues and the ability to offer practical ways to introduce people to the sport will ensure success for our sport and the other shooting disciplines.

QRA offers so much more, and benefits are being seen in our programs for school and university students. QRA has developed a war memorial at the entrance to the Belmont Shooting Complex. We encourage the local community to adopt the memorial as part of their local community.



OUR VISION

To be internationally recognised for providing the most professional, safe and inclusive target Shooting experience for all members and participants.

OUR PURPOSE

We develop an environment that enhances organisational and club administration for long term sustainability, while supporting quality facilities to allow our members to learn, develop and compete in a professional and supportive way.



OUR VALUES

Our values define our character and guide how we behave as we collectively do what is right for target shooting.

- **Diversity and Inclusion** - Equitable opportunities to participate.
- **Excellence** - Benchmarking Safety, Innovation and Competition.
- **Accountability** - We are responsible and take ownership for outcomes.
- **Teamwork** - Harmonious, Enjoyable, Flexible and Supportive.
- **Integrity** - Respectful, Honest, Trustworthy and Reliable.





STRATEGIC PILLARS

● Grow Participation and Member Engagement

Grow the level of interest and sustainable participation in target shooting across all demographics in the community.



● People, Players and Teams

QRA's participation development pathways will allow athletes and officials to realise their potential and participate at whatever level they choose throughout their life.



● Governance Supporting Growth

Improving and supporting governance across all levels to help deliver our sport across the community and ensure financial sustainability .





GROW PARTICIPATION AND MEMBER ENGAGEMENT

AIMS

Our Social Media and Website will be strengthened to widen our reach to a range of demographics and communities offering an engaging and informative experience. Our endeavour is to showcase our sport, our people, our events and our facilities.

Our communication will be honest, transparent and effective, at all times. We will engage with our members and communicate in ways that ensure our direction, goals and challenges are and remain purposeful.

Comprehensively understand the success of our Give It A Shot programs to leverage and further invest in ways to grow participation, enjoyment and new members.

Make becoming a new shooter and/or a new member a seamless, engaging and rewarding process that creates real value leading to member satisfaction.

Engage members and specialists to create an aspirational membership model that adds the greatest value to our members and adapts with our changing times.

Collaborate with QRA Clubs to build a benchmark best practice membership growth and retention approach that can be replicated.

Lead community engagement to a level that creates the most positive impact on the lives of our members, volunteers and participants.

TARGETS

- Implementation of a strong communication/engagement plan aligned with members feedback.
- An annual member satisfaction survey is conducted with findings published.
- Membership increases to 5000 by 2027.



PEOPLE, PLAYERS AND TEAMS

AIMS

Professionally develop and communicate participation development pathways for volunteers, athletes, coaches and officials on all levels and to the highest standards.

Our training programs will be world class supported by best practice resources and knowledge within Australia and Internationally.

Create competition structures to support capacity and skills building for all levels of shooting ability.

Develop the best environment and means to share stories that capture key learnings from our members and inspire others to succeed. We aim to grow deeper connections amongst our members and clubs



TARGETS

- Increase the number of Accredited Coaches to 10.
- Resources library is expanded and accessible to members.



GOVERNANCE SUPPORTING GROWTH

AIMS

Rules and Regulations will be reviewed when required in consultation with our Subcommittees and aligned with the needs of the QRA and legislative changes.

Our sub-committees operate effectively within the agreed Charters to undertake tasks that best support and inform the Board and Management.

Club consultation in identifying the key areas of support, education and training required by our Clubs, to achieve a high standard of governance.

Identify and build strong relationships with stakeholders to forge mutually beneficial connections with third parties and individuals that have a common interest.

A 5 year Business plan to be established for each critical revenue line, providing a strategic roadmap that determines business priorities and goals.

Our Investment Policy will reflect the most appropriate level of risk to support responsible and ethical decisions to protect the financial viability of the QRA.

An annual Board evaluation will be conducted under the direction of the Governance committee to support the Board and the QRA to reach its full potential.

Our ranges will have the appropriate level of amenity and encourage optimal usage and support. Brisbane 2032.

TARGETS

- Stakeholder matrix and communication plan completed by 31/12/22.
- Grow revenue by 10%, annually.
- Investment policy revised by 31/8/22



QUEENSLAND
Taipans
RIFLE TEAM



Artwork and compilation by

