



LA 2028+
SHOOTING AUSTRALIA
HIGH PERFORMANCE
STRATEGIC PLAN



2032 VISION

In 2032, Australia (AUS) will host the Olympic and Paralympic Games in Brisbane (BNE). In the lead up to and including the 'home Games', Shooting AUS' (SA) vision of success will include the following:

- AUS will achieve more finals and medals in more events;
 - We will be courageous and commit to Gold in events with medal history.
- This will be preceded by more medals at World Championships (WCH) and World Cups (WC).
- Depth and quality of athletic and coaching talent will be increased and continuing to grow;
 - Para Shooting will be strong, stable, successful and sustainable component of all discipline programs.
- SA's partnerships with the National Institute Network (NIN) will underpin a different but successful approach to world-class in Shooting and this will be our competitive advantage.
- There will be growth in the number and effectiveness of high-performance (HP) programs across AUS.

MISSION

Shooting AUS' mission is to:

- Support good shooters to become great athletes that will inspire Australians by winning well when it matters.
- Lead and advocate in Australia, Oceania and internationally to ensure the interests and future of Olympic and Paralympic Shooting in AUS and the region are maintained.

PURPOSE

Shooting AUS' purpose is to:

- Promote and grow the pathway for talented athletes to engage in International Shooting Sport Federation (ISSF) or World Shooting Para Sport (WSPS) target Shooting.
- Better support their development towards and preparation for international competition.
- Facilitate targeted engagement in international competition that builds their knowledge and capability to perform when it matters.
- Support and resource our best athletes to stay at the top of world Shooting and Para-Shooting for longer.

VALUES

The following core values will underpin Shooting AUS' interaction with its people and program partners:

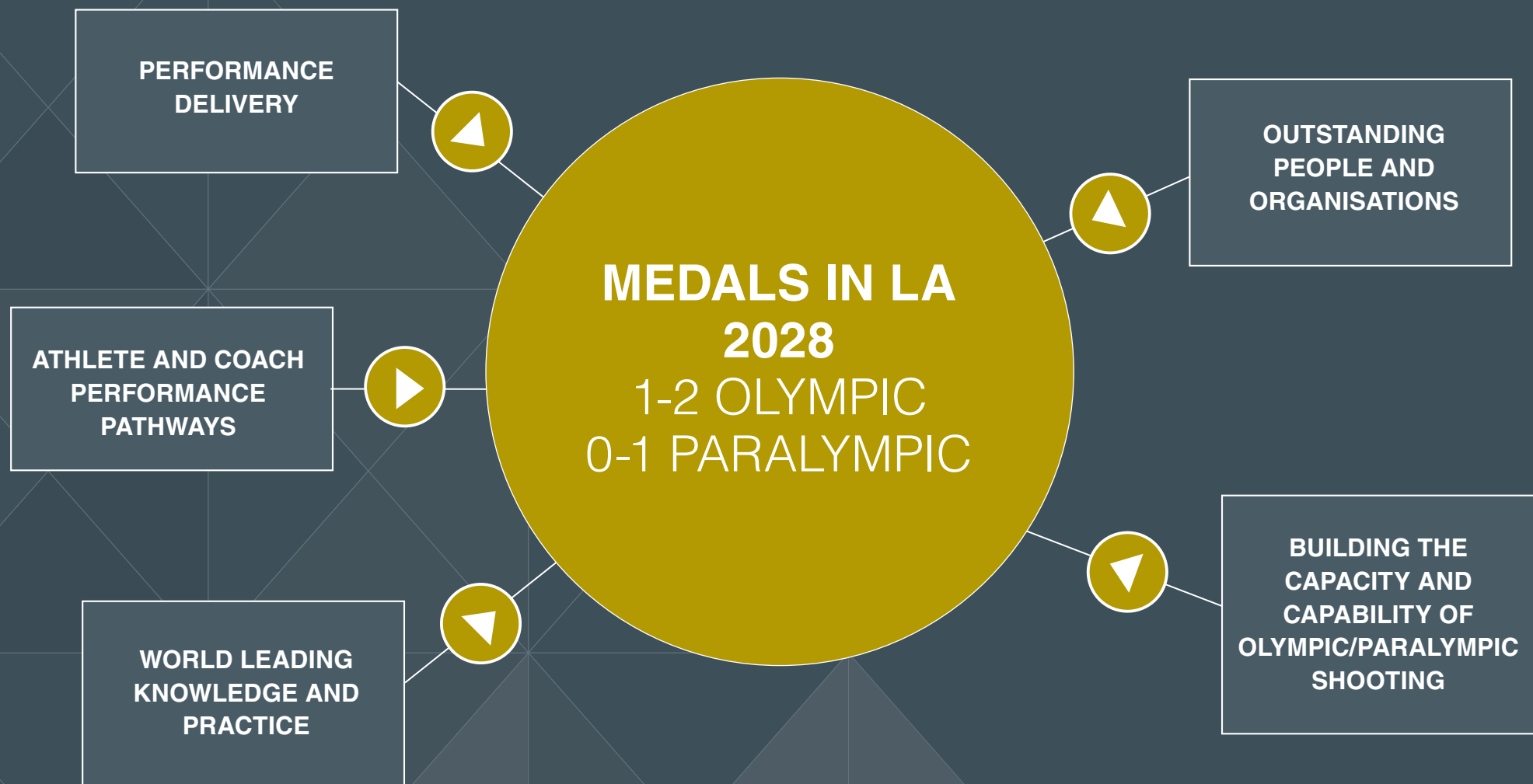
- **RESPECT** – Let's welcome and embrace our individuality and diversity.
- **SUPPORT** – Let's have each other's backs and encourage one another.
- **PROFESSIONAL, SAFE ENVIRONMENT** – Let's create a space where we can all be our best.
- **EXCELLENCE** – Let's explore and master the fundamental elements of performance to consistently achieve 'world's best'.
- **BANTER** – Let's be playful and enjoy each other's company when we can.

OPERATING ENVIRONMENT

At the end of Paris 2024 and looking forward to the Los Angeles (LA) 2028 Olympic and Paralympic Games, Shooting AUS has identified the following:

Current Strengths	Current Weaknesses
<ul style="list-style-type: none"> • Athletes continue to demonstrate medal potential through WC and Paris medals. • Significant increase in investment and opportunities for categorised athletes. • Athletes compete regularly (domestic and international). • Strong governance and robust financial planning and management aligned to organisational purpose and priorities. • Shooting continues to benefit from strong partnerships with the National Institute Network (NIN) towards the design and delivery of world class Shooting programs. 	<ul style="list-style-type: none"> • Athletes challenged by delivery on the day when it counts. • Many athletes demonstrate a reluctance to engage with contemporary HP support. • Many athletes lack long-term HP training and competition plans that inform their preparation for and performance at BME and PE. • Member Organisations (MO) show limited interest and/or investment in pathways and programs for Olympic/Paralympic athletes and coaches (i.e. beyond domestic events). • Limited or no depth and quality of coaching at all levels of Shooting's pathway. • Athlete engagement strained and leads to 'individualist' culture.
Future Opportunities	Future Threats
<ul style="list-style-type: none"> • Shooting is on program for LA 2028 and BNE 2032. • Shooting needs to refocus NIN support to increase impact. • Shotgun MO producing shooters but not preparing them for ISSF and international performance. • Strong working relationships with ISSF, WSPS, AOC, PA and NIN. • HP system focus on Para and HP Coaching presents timely mandate and opportunity for SA. • 'Win Well' creates mandate/responsibility for SA to promote and lead different communication regarding 'winning' (at BME and PE) and 'how'. • HP system check and challenge of SA/Board. 	<ul style="list-style-type: none"> • Changes to events and/or formats for LA 2028 and BNE 2032. • Changes to Olympic/Paralympic qualification including reduced opportunities through OCH. • Depth and quality of international competitors are more and better and accelerating away from us. • Increased costs regarding people and travel. • Continuing lack of community understanding regarding SA and purpose. • Pistol/Rifle MOs doing little to grow sport, athletes and coaches – pipeline issue – and nothing in Para. • OSF stagnant approaching dormant. • Shooting community struggles to align with SA's HP purpose. • SA Board stability could be undermined by MO politics and agendas if not carefully managed.

TARGETS



STRATEGIC PRIORITIES

1. PERFORMANCE DELIVERY

Identify and enable our top athletes to qualify for and meda in LA 2028.

2. ATHLETE AND COACH PERFORMANCE PATHWAYS

Identifying, developing and supporting Shooting's HP athletes and coaches of the future to progress towards the podium and beyond.

3. WORLD LEADING KNOWLEDGE AND PRACTICE

Apply world-leading knowledge, innovation and practice to ensure Shooting's athletes, coaches and performance support work as high-functioning performance teams.

4. OUTSTANDING PEOPLE AND ORGANISATIONS

Building SA's capacity and capability to attract, develop and retain diverse talent and maximise the potential of Shooting's HP workforce.

5. BUILDING THE CAPACITY AND CAPABILITY OF OLYMPIC/PARALYMPIC SHOOTING

Optimise opportunities for BNE 2032 to grow Olympic and Paralympic Shooting, infrastructure and participants.

STRATEGIC PRIORITY #1

PERFORMANCE DELIVERY

Identify and enable our top athletes to qualify for and medal in LA 2028.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
Impactful Strategic Investment	Align HP resources – system and sport - with programs and athletes whose evidence-based performance profiles align with Shooting's BME and PE finalists and medallists in the LA 2028 cycle	<ul style="list-style-type: none"> Implement and evolve Shooting's 'What It Takes to Win' (WITTW) Model to ensure that key stakeholders in SA's HP Program have and hold a clear understanding of the performance standards and behaviours required to achieve Olympic/Paralympic podium success. Develop and implement a revised Athlete Categorisation Framework that ensures evidence-based selection of Shooting's LA 2028 (i.e. current cycle) cohort of athletes is aligned with WITTW. Prioritise SA's HP resources towards the people, projects and programs with the strongest possibility/probability of success in LA 2028 and BNE 2032 ... Shotgun + Para-Shooting + HP Coaching, etc. Develop and implement a framework of Categorised Athlete Support (CAS) that aligns athletes by category with access to HP daily performance environment (DPE) and coaching, NIN performance support, direct athlete funding (i.e. SA and AIS), and international competition. Clear communication to athletes and the Shooting community regarding SA's purpose and how and why it supports athletes differently (or not at all) based on the above. 	<ul style="list-style-type: none"> More prospective Olympic and Paralympic Shooting athletes with high potential are coming through the SA's Pathway with clear plans for progression as evidenced by an increase in categorised athletes. The athletes categorised at Podium Potential and higher make finals and win medals at the LA 2028 Olympic/ Paralympic Games.
Enhanced Daily Performance Environment	Increase access for categorised athletes to training that is purposeful and deliberate, and which increases their frequency of success in international competition	<ul style="list-style-type: none"> Evolve performance planning for athletes to incorporate: <ul style="list-style-type: none"> 4-year individual BME and PE campaign plans; and Annual Individual Performance Plans (IPP) that align with the above and address WITTW and Win Well principles. Plan and deliver increased opportunities for categorised/HP athletes in each discipline (i.e. Para and Able) to train together through an extension of current 'training days' towards the establishment of/engagement in full-time, state-based DPEs known as 'Performance Hubs'. Targeted development of SA coaching and NIN performance support staff to increase the purposeful and deliberate practice in DPEs. Elevate the role to increase the impact of Performance Psychology in DPEs and from DPEs to competition. Improve performance discussions (i.e. formal and informal) through more regular review of athlete application and performance progression in line with their IPPs. 	<ul style="list-style-type: none"> Contact hours between categorised athletes, coaches and performance support staff in the DPE are increased to/ maintained at levels identified in WITTW. Categorised athletes are consistently achieving the development objectives and performance targets detailed in their annual IPPs. International competition performances are improving towards WITTW standards and supporting athletes to progress through categorisation.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
Optimal Performance Preparation	Support athletes to transition effectively from DPE to overseas performance environments and use every international competition as an opportunity to practice and fine-tune preparations for BME/Pes.	<ul style="list-style-type: none"> • Utilise learnings from Paris 2024 to develop and implement LA 2028 Olympic and Paralympic Campaign Plans that focus and prioritise SA's activities and resources across the 4-year cycle. • Build the continuity and impact of performance support from DPE to international competition to BME/PE performance environments. • Explore options for the establishment of International Hubs for Para/Rifle/Pistol and Shotgun to support increased access/exposure to intensive, international training and competition opportunities. • Identify and confirm pre-Games staging location/s for LA 2028 and regularly expose athletes and team staff to this/these. • Plan and engage in opportunities to train and compete in the United States (US) and particularly LA across the next 4 years. • As part of SA's commitment to Win Well: <ul style="list-style-type: none"> • Increase support for current cycle athletes to better manage sport:life opportunities and challenges with a focus on world-class Shooting performance; and • Evolve and extend the development of SA's HP people, teams and team culture (i.e. within and across disciplines) to further improve BME/PE performance environments. 	<ul style="list-style-type: none"> • Athletes, coaches and performance support staff are actively engaged in planning and practicing how to optimise performance at individual and team levels, across a range of performance environments and situations and in accordance with SA's values. • Shooting's pre-Games staging location is confirmed by 2026. • Prospective 2028 Olympic/Paralympic Team members are familiar with travel to the US and LA and have seen and experienced the Shooting venue (i.e. in training and/or competition). • Categorised athletes are supported by SA Wellbeing and Engagement to plan for and prioritise Shooting development and performance at key points throughout the LA 2028 cycle.
Competition Readiness and Focus	Expose more athletes to more relevant and appropriate international competition towards qualification for and success in LA 2028	<ul style="list-style-type: none"> • Revise SA's team selection processes and criteria so that more athletes can access international competitions required to make themselves eligible for Olympic/Paralympic nomination and selection. • Clearly articulate a strategic approach by SA to prioritise the allocation of opportunities and funding for international competition to categorised athletes in support of their 'open market' qualification for and podium performances at the LA 2028 Olympic/Paralympic Games. • Continue to advocate for the inclusion of Shooting in the Commonwealth Games as an opportunity to expose SA's athletes and HP staff to multi-sport Games environments. 	<ul style="list-style-type: none"> • More athletes are performing internationally at levels that make them eligible for Olympic/Paralympic nomination and selection. • Athletes categorised at Podium Potential and higher are making finals and winning medals at BMEs, and securing quotas on the open market in the years prior to the Olympic/Paralympic Games.

STRATEGIC PRIORITY #2

ATHLETE AND COACH PERFORMANCE PATHWAYS

Identifying, developing and supporting Shooting's HP athletes and coaches of the future to progress towards the podium and beyond.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
<i>Intelligence-informed decision making</i>	Clearly define what podium success will look like in BNE 2032 and provide athletes and coaches with road maps that will help them get there.	<ul style="list-style-type: none"> • Work with the AIS to establish a Shooting Data Hub that will enable: <ul style="list-style-type: none"> • Central collection of performance data; • Alignment of and improved access to information across HP programs and partners; and • Targeted/coordinated exploration of data to improve performance planning and decision making. • Interrogate and apply performance data to underpin the early but accurate development of Shooting's WITTW Model for the BNE 2032 Olympic/ Paralympic Games (i.e. next cycle). • Review and revise SA's Athlete Development Matrix (ADM by discipline and for Para and Able) against the next cycle WITTW Model. • Establish a Coach Development Matrix (CDM) that clearly articulates key competencies and learning requirements for coaches aligned with SA's next cycle WITTW Model and with ADM. • Continue to be curious and explore HP systems and processes in other Shooting countries and teams. 	<ul style="list-style-type: none"> • AIS and SA execute agreement that enables data sharing in a way that complies with legal, ethical and organisational standards of good governance and enables partners to operate in an agile manner. • WITTW, ADMs and CDMs are documented and distributed widely to next cycle athletes and coaches as well as NIN partners where relevant.
<i>Integrated holistic athlete and coach development</i>	Engage with system partners to find and support the development of new Shooting athletes that will qualify for and represent AUS in BNE 2032.	<ul style="list-style-type: none"> • Leverage the AIS' Future Green and Gold campaign to increase talent identification (TID) and selection opportunities in and for Shooting and Para-Shooting. • Develop and implement a 2+2 year rolling curriculum of Shooting specific and general HP learning and development opportunities for Pre-Emerging, Emerging and Developing athletes that starts with a domestic and evolves to an international focus. • Increase next cycle athletes' access to and understanding about coaching and performance support (including Wellbeing and Engagement) through planned and deliberate exposure in DPEs and national camps. • Ensure that IPPs for next cycle athletes are aligned with Shooting's BNE 2032 WITTW Model and Win Well principles. • Establish and implement a framework for next cycle athletes to co-invest (i.e. their time and money) in their learning and development journeys to ensure that they have 'skin in the game'. 	<ul style="list-style-type: none"> • Operational plans to reflect targets for TID activities delivered and new athletes subsequently identified at Pre-Emerging. • Increased numbers of athletes categorised at and progressing between Emerging and Developing based on achievement of development objectives and performance targets detailed in IPPs.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
	Identify and invest in more highly-skilled coaches that will guide athlete development at every level of Shooting's pathway(s) between now and BNE 2032.	<ul style="list-style-type: none"> • Increase the number of SA-recognised coaches and ensure they have access to MO and ISSF coach education courses. • Identify and engage targeted coaches in HP coach development programs and activities provided by the AIS and NIN. • Plan and implement an integrated approach to pre-elite athlete and coach development through national camps including regular updating and in-servicing regarding Shooting's 2032 WITTW Model. • Enhance coach development through their selection to support roles with SA travelling teams to international camps and competitions. 	<ul style="list-style-type: none"> • Operational plans to reflect numbers of new coaches registering for and successfully completing ISSF courses and progressing to and through learning and development opportunities provided by SA and NIN partners.
Optimised transition periods	Engage with system and sport partners to fast-track the development of high-performing athletes – Para and Able – to achieve podium success in BNE 2032 (i.e. as athletes or coaches).	<ul style="list-style-type: none"> • Fast-track the growth and development of SA's next cohort of talented Para-Shooting athletes through strong engagement with PA and the proposed State Institute and Academy of Sport (SIS/SAS) Para Units. • Evolve and integrate Para-Shooting classification people and activities with the proposed National Para Classification System. • Establish and implement a program of targeted talent transfer activities that enable the transition of HP athletes from: <ul style="list-style-type: none"> • Other Para sports to Shooting; • Non-ISSF to ISSF disciplines and events (e.g. in Shotgun and Rifle); and • HP athletes to coaching. • In partnership with MOs, continue to promote and build capability in Shooting clubs to recruit and engage young people in ISSF and WSPS disciplines/ events and competitions. 	<ul style="list-style-type: none"> • Operational plans for reflect numbers of talent transfer activities and new athletes – Para and Able – subsequently identified and engaged in clubs and/or SA-led DPEs. • Rate of progression to and through categorisation will also be a measure of the effectiveness of talent transfer activities
Sustainable direct athlete support	Ensure that next cycle athletes have the time and resources to commit to 8 years of intensive preparation for BNE 2032.	<ul style="list-style-type: none"> • Increase support for next cycle athletes at reduced expense to them through engagement in SA-led DPEs/Performance Hubs. • Establish relationships between SA and industry partners that underpin the cost-effective provision of Shooting equipment and consumables (e.g. ammunition and targets) to current and next cycle athletes. • Increase Wellbeing and Engagement information and education to next cycle athletes to help them make better sport:life decisions in support of their progression to and through Shooting's Athlete Categorisation. 	<ul style="list-style-type: none"> • Athlete satisfaction with support provided to be measured through AIS' Wellbeing Health Check for Shooting.

STRATEGIC PRIORITY #3

WORLD LEADING KNOWLEDGE AND PRACTICE

Apply world-leading knowledge, innovation and practice to ensure Shooting's athletes, coaches and performance support work as high-functioning performance teams.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
<i>Evolution of foundational, emerging and novel practice</i>	Ensure that AUS athletes have access to training, coaching and performance support that equals or exceeds what competitors from other countries are getting.	<ul style="list-style-type: none"> Progress the establishment of integrated Para/Able Performance Hubs in targeted locations delivered by SA support from NIN and other local partners. The priorities are: <ul style="list-style-type: none"> Shotgun in Melbourne with support from the Victorian Institute of Sport (VIS) – Para component subject to inclusion of Para Trap in LA 2028; Rifle (and potentially Pistol) in Adelaide with support from the South Australian Sports Institute (SASI); Camps-based hub for 10m events (i.e. Para/Rifle/Pistol) at the AIS in Canberra. Build athlete and coach numbers to support the future establishment of Performance Hubs for: <ul style="list-style-type: none"> Shotgun in Sydney at the SYD International Shooting Centre; and Para/Rifle/Pistol in Brisbane at the BNE International Shooting Centre, and Melbourne at the MEL International Shooting Centre. Regularly review and revise Shooting's Athlete Categorisation Framework and SA's Athlete Agreement to align expectations of athletes with sport and system resources and opportunities. Progress the seamless integration of Para and Able athletes into all of SA's planning and delivery across HP Program (i.e. by discipline), DPEs, athlete and coach development activities, and competitions. 	<ul style="list-style-type: none"> Performance Hubs are operational, coaches and performance support staff are supporting categorised Para and Able athletes in the relevant disciplines towards the achievement of WITTW drivers and performance standards. Success of Performance Hubs and growth in the number of categorised athletes and coaches that can support them results in additional Performance Hubs being established.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
Enabled, empowered and supported coaches	Ensure that SA has the right coaches to lead athlete development, preparation and performance towards the achievement of Shooting's targets in LA 2028 and BNE 2032.	<ul style="list-style-type: none"> • Enable the growth of paid HP coaching positions in AUS (i.e. Para and Able) through the (re)prioritisation of SA's HP investment in the LA 2028 and BNE 2032 cycles. • Develop and implement a HP Coaching Workforce Plan that will inform SA's retention of current or recruitment of new coaches from AUS or overseas. • Revise position descriptions for DPE coaches to ensure that 'hands on coaching' is their primary focus. • Leverage NIN HP coach developers to establish and implement personal and professional development plans and opportunities for SA-employed HP coaches. • In partnership with PA and SIS/SAS Para Units, provide deliberate upskilling of current and new HP coaches to ensure they are confident and capable of developing Para-Shooting athletes. 	<ul style="list-style-type: none"> • Uplift in number of SA-employed HP coaches to 2 per discipline by end of 2025 and ensure that diversity within this cohort is developed/ maintained. • 2-year coach development plans signed off by SA, NIN partner and coach and subject to annual review. • AIS' DPE Insights Survey indicates that categorised athletes are connecting with coaches and that this work is having a positive impact on performance/progression.
Optimised performance support and performance teams	Engage NIN experts to ensure that athletes and coaches are challenged and supported to perform when it counts in training and competition.	<ul style="list-style-type: none"> • HP Partnership Agreements executed with NIN and other local partners for the provision of high-quality performance support people, expertise and facilities, particularly in support of Performance Hubs and teams travelling to international competition. • Review and revise Shooting's NIN performance support teams to ensure athletes and coaches have access to the right mix of people and expertise, particularly Psychology. • Ensure that performance support staff are engaged in SA's camps and travelling teams to support performance in international competition. • In partnership with the NIN and other HP partners such as PA, provide opportunities for performance support staff to grow their sport-specific knowledge and experience in Shooting. 	<ul style="list-style-type: none"> • HP Partnership Agreements executed with VIS and SASI in first half of 2025. • AIS' DPE Insights Survey delivered annually and indicates that categorised athletes are connecting with NIN performance support and that this work is having a positive impact on performance/progression.
Outcome-driven innovation, creativity and research	Identify and engage people and resources from across the HP system to create a 'competitive advantage for AUS' best Shooting athletes.	<ul style="list-style-type: none"> • Performance Hubs leveraged to trial innovative 'next practice' in Shooting in areas such as Psychology, Skill Acquisition and Video Optimisation. • Leverage the HP system's increased focus on and investment in Para sport to enhance the provision of engineering and technology towards accelerated progression and performance of Para-Shooting athletes. 	<ul style="list-style-type: none"> • Projects and potential additional funding identified and incorporated in to SA's Sport Investment Agreement (SIA) with ASC and/or HP Partnership Agreements with NIN.

STRATEGIC PRIORITY #4

OUTSTANDING PEOPLE AND ORGANISATIONS

Building SA's capacity and capability to attract, develop and retain diverse talent and maximise the potential of Shooting's HP workforce.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
System effectiveness	Ensure SA's purpose is clear and aligned with its key stakeholders.	<ul style="list-style-type: none"> Clearly articulate of SA's strategic focus to ensure alignment of SA with its key stakeholders, including the ASC/AIS and Shooting's MOs and community. Ensure that SA continues to meet the expectations of the ASC as its key investment partner including making a positive contribution to AUS' HP 2032+ Strategy and the evolution of AUS' HP system and processes. Ensure that annual operational plans for SA's key functional areas align with its LA 2028 HP Strategy and Olympic/Paralympic Campaign Plans. 	<ul style="list-style-type: none"> NIN-endorsed LA 2028+ HP Strategy distributed to MOs and published on SA website. SA satisfactorily meeting all SIA reporting requirements from ASC. SA Board receiving regular updates on progress against milestones articulated in Operational plans.
	Provide leadership and advocacy in AUS, and with the Oceania Shooting Federation (OSF), ISSF and WSPS to ensure the interests of SA and our region are considered and served internationally.	<ul style="list-style-type: none"> Continue to promote and support the development of Olympic/Paralympic Shooting in Oceania to ensure that the region remains relevant to the ISSF. Develop and implement plans for the continuing representation and influence of ISSF through membership of its Executive and other committees. Continue to work collaboratively with PA and WSPS towards the good governance of Para-Shooting in AUS. 	<ul style="list-style-type: none"> SA maintains at least one position on each of OSF Board and ISSF Executive Committee. SA executes MOU with PA that clearly articulates how AUS will continue to be represented to and work with WSPS in advance of WSPS' merger with ISSF
Organisational capability	Ensure that the business of SA remains efficient, effective and sustainable in response to and despite changes to its operating environment.	<ul style="list-style-type: none"> Establish and monitor a 4-year rolling whole-of-organisation budget that ensures the strategic allocation and robust management of SA's financial resources. Ensure that SA remains up-to-date and compliant with good governance principles, legal and legislative requirements, and the expectations and requirements key investment partners. 	<ul style="list-style-type: none"> SA satisfactorily completing annual audits and meeting all SIA financial reporting/grant acquittal requirements from ASC.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
Workforce development and planning	Identify and engage the right people in the right roles to ensure that SA meets LA 2028 targets and achieves its vision of success in BNE 2032.	<ul style="list-style-type: none"> • Develop and implement a whole-of-organisation workforce plan for SA that aligns its people (i.e. current and future including coaches) with its strategic and operational priorities in the LA 2028 cycle. • Continue to monitor and evaluate the composition and capability of SA's Board in line with SA's strategic objectives to ensure strong corporate governance and the sustained success of the organisation. • Establish a new HP Advisory Group comprised of representatives of SA Board and Management and the NIN. This group will act as SA's 'critical friend' in the planning and execution of its HP strategic, operational and campaign plans over the next 4 years. • Review and revise the terms of reference for SA's Selection Committee and appoint future members against a skills matrix that clearly articulates the HP and Shooting knowledge and experience required for the Committee to successfully execute its responsibilities. • Volunteer engagement plan that clearly articulates how SA will supplement paid staff with appropriately qualified and skilled unpaid staff (e.g. officiating, event, etc.). 	<ul style="list-style-type: none"> • SA workforce plan endorsed by Board and implemented by mid-2025. • SA Board satisfies the ASC's governance principles and meets diversity requirements. • New HP Advisory Group and Selection Committee established and operational by early 2025.
Workforce diversity and belonging	Build a culture that underpins an environment in which people embrace challenge and have fun working together to achieve success with and for SA's athletes and teams.	<ul style="list-style-type: none"> • As part of SA's commitment to Win Well: <ul style="list-style-type: none"> • Plan and implement measures to increase and maintain diversity of membership of SA's Board, management committees and staff. • Plan and prioritise staff engagement in development activities and initiatives that promote diversity and inclusion and grow connection and support through teamwork. • Ensure access and allocate resources to personal and professional development opportunities for SA's staff. 	<ul style="list-style-type: none"> • SA satisfactorily meeting all SIA reporting requirements from ASC. • SA staff survey delivered annually and indicates high levels of satisfaction.

STRATEGIC PRIORITY #5

BUILDING THE CAPACITY AND CAPABILITY OF OLYMPIC/PARALYMPIC SHOOTING

Optimise opportunities for BNE 2032 to grow Olympic and Paralympic Shooting, infrastructure and participants.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
	Create an annual calendar of domestic events that enables the participation and progression of athletes and officials in Olympic and Paralympic Shooting in AUS.	<ul style="list-style-type: none"> Seek expressions of interest and engagement of clubs and venues to host SA-endorsed events. Provide SA's oversight, guidance and support for the development of volunteers and provide opportunities to officials to improve the quality delivery of domestic events. Plan and implement support for clubs and venues with media coverage and upskilling volunteers on marketing and promotional opportunities to ensure that events are successful and sustainable. 	<ul style="list-style-type: none"> An-endorsed domestic event series that reflects growth in ISSF/WSPS competition and underpin AUS team selection.
	Identify and develop the capacity and capability of ISSF and WSPS coaches, officials and volunteers.	<ul style="list-style-type: none"> Leverage Shooting clubs in targeted locations to support the delivery of SA's 'Come-n-Try'/TID activities and opportunities for continuing engagement by new, talented athletes. Facilitate the engagement of AUS coaches (i.e. including at grass-roots level) in courses and activities provided by the ISSF Coach Academy. Plan and deliver ISSF and WSPS judge and referee courses in AUS for candidates from AUS and across OSF. Extend and evolve SA's annual Officiating Scholarship Program across Olympic/Paralympic disciplines and events. Facilitate and support international opportunities for AUS officials to ISSF and WSPS competitions overseas. 	<ul style="list-style-type: none"> Operational plans to reflect numbers of new coaches registering for and successfully completing ISSF courses. SA delivers 2 ISSF/WSPS judge and referee course every 4 years. SA identifies 3 officials per discipline in scholarship program each year.
	Prepare and promote AUS as a host of high-quality international competitions in the lead up to the BNE 2032 Olympic/Paralympic Games.	<ul style="list-style-type: none"> Plan and implement a series of small, international invitational competitions delivered by SA in AUS during the first half of the LA 2028 cycle. Plan for and progress SA's readiness to bid for, win and host ISSF and/or WSPS competitions in AUS to align with quota opportunities at the end of LA 2028 and/or throughout the BNE 2032 cycles. Advocate for AUS' hosting of and Shooting's inclusion in the Commonwealth Games because of opportunities they provide for the development of athletes, coaches and officials in advance of BNE 2032. 	<ul style="list-style-type: none"> SA successfully delivers small international invitational competition in AUS by early 2026. SA completes feasibility study to host WSPS World Championships in AUS in 2027.

Alignment with 2032+	Focus Area	Strategic Initiatives/Activities	Measures of Success
	<p>Enhance SA's relationships with MOs towards the growth and success of Shooting in AUS.</p>	<ul style="list-style-type: none"> • Progress relationships with SA's MOs through a combination of Member Forums(formal), individual MO/SA meetings (informal), and opportunities to collaborate through the development and delivery of projects and activities of mutual benefit. • Continue to be a conduit for information and resources between the ASC and State Government Departments of Sport and recreation and Shootings' MOs, clubs and community. • Provide support for MO delivery of coach educator and facilitator sessions and courses that underpin and align with SA-led HP coach development activities and initiatives. 	<ul style="list-style-type: none"> • MO engagement plan developed and implemented annually.

STRATEGIC MILESTONES

