

TARGET RIFLE SOUTH AUSTRALIA



STRATEGIC PLAN 2010-2014

Prepared - October 2009



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MISSION STATEMENT

To coordinate, develop and promote Smallbore
and Air Rifle shooting activities within South
Australia, educating people in the safe handling
and responsible use of firearms and encouraging
shooting proficiency

1. EXECUTIVE SUMMARY

a) Introduction

Target Rifle South Australia (TRSA) is the representative organisation in South Australia for the Olympic and Commonwealth Games disciplines of smallbore and air rifle shooting. TRSA is affiliated with Target Rifle Australia (TRA) and through TRA with Australian International Shooting Ltd, (formerly the Australian Shooting Association), and ultimately to the International Shooting Sport Federation (ISSF).

TRSA is one of the most successful state based shooting associations in the country. Over a significant time period we have provided some of Australia's top rifle shooters including:

- all 3 members of the 1982 World Champion Ladies Prone Team;
- a number of Ladies Prone World Cup medallists;
- representatives at the 1976, 1980, 1984, 1988, 1996 and 2000 Olympics/Paralympics;
- representatives at the 1982, 1984, 1990 1994 and 1998 Commonwealth Games;
- National Champions and Australian record holders too numerous to list;

One of TRSA's objectives is to continue to provide South Australian shooters the facilities and the services required to allow them the opportunity to enjoy their sport from "weekend fun target shooting" up to the highest level where they could represent Australia internationally.

b) Recent history of the Association 2001-2009

During the 1990's the general membership of TRSA, was slowly decreasing. There were 2 main reasons for this, one being the lack of a State Facility, our earlier facility having been a casualty of the 1983 bushfires, and another being an ineffective State Management.

This decline was a major concern by 2001, and with the State membership down to only 106 members, and the Association's financial position very poor, it was clear that urgent action was required. A new constitution was developed and a new system of management was installed. That decline has been turned around and a steady upward growth of the Association commenced.

By 2006, it was becoming clear that the totally volunteer based nature of our Administration was proving to be a shortcoming in the efficient management of the sport as the workload required of individual volunteers was increasing to unacceptable levels and our future growth was being compromised.

The employment of an administration/development officer (ADO), (on a part time basis), was considered as a strategy to address these issues and assist the Management Team to better cater for the future development and management of this sport and it's facilities. In August 2007, after discussions with our auditor, the Association appointed a part time ADO, and in July 2009, this position reverted to fulltime and the position renamed as the Association's Chief Executive Officer.

Since 2001, and operating under this new Constitution and the new management system, we have experienced an increase in membership of 125%, and we are now in a stable and healthy financial position.

Improvements to the State Facility at Wingfield have been carried out in order to encourage its use and ensure it remains a safe and proper venue for our sport. (In 2008 and 2009 we spent almost \$100,000 preparing the facility in time for the National Championships that were conducted in Adelaide.).

Member services have improved as have the competitions available to the whole membership, coaching is available at no charge to all members, In recent months it has also become a base for the National Head Coach for our sport and is the venue for several National coaching camps.

The purpose of this Strategic Plan (2010-2014) is for TRSA to consolidate the activities we have introduced, make improvements where required, continuing to provide for the needs of South Australia's small bore and air rifle target shooters, and to support a continued growth in the sport.

This Strategic Plan sets the goals and objectives of Target Rifle SA until 2014.

c) Development of the Strategic Plan

The plan was originally developed by ordinary members who were invited to attend a specific planning meeting (workshop) to update the previous plan which was determined in 2001, and has since been reviewed on an annual basis by Management and approved by the membership.

The approach is to:

- a) review the current situation
- b) develop a SWOT analysis to identify the issues
- c) develop a strategy to build on the strengths from the SWOT, address the weaknesses, take advantage of the opportunities and minimise the threats;
- d) develop an action plan.

Five key areas for TRSA have been identified:

- The Administration and Management, covering the day to day management and promotion of the sport.
- The Facilities, which are an integral part of the sport's development, being the home for the administration, the venue for courses, coaching and promotional activity, and the home for 3 of our affiliated clubs. Also the venue for Club , State and National events
- Member services, which include the provision of an Equipment Scheme (Pro-shop), provision of insurance, continued support and updated information via the state's website, provision of coaching to members and the provision of courses for the development of coaches and officials, and liaison with outside authorities, such as the Firearms Division, with respect to matters that affect our members' continued enjoyment of the sport.
- Competition Delivery, which includes the conduct of major events such as State Championships and National Ranking events as well as the support of major events for disabled competitors at this level. It also includes the support of state-based events aimed at increasing the participation of the general membership base, the provision of suitable events for junior and aging membership and the support of clubs in their activities – especially in their programming of Open competition in regional areas.
- Athlete Development, which includes increasing the skill levels for those members who aspire to improve, the expansion of our Talent Identification and Development program, the support of State Squads, the provision of a suitable training facility, free access to coaching, and an incentive scheme for those athletes who achieve results.

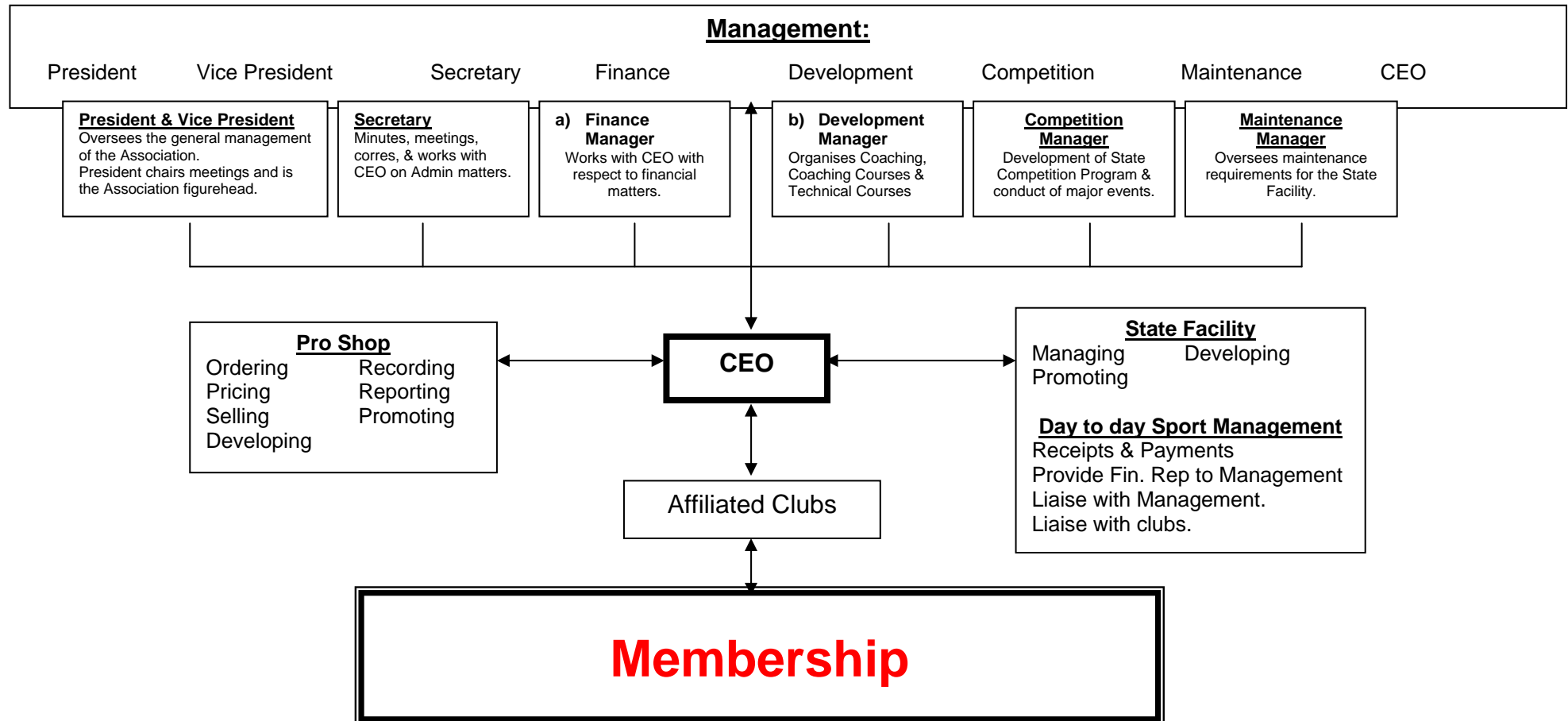
d) Conclusion

Overall, the key theme throughout the plan is to build on the successes of recent years, continue to increase membership; to provide opportunities for development of individual members and clubs; to support an environment of competitions that suit a wide variety of membership, ranging from the elite, to the social, from the young to the old; and to continue to support the education of coaches, officials and trainers.

This can be achieved by continuing to improve facilities and services, making the public more aware of our sport and what we have to offer and pursuing promotional ideas that will be of benefit to the growth of our sport.

2. THE ASSOCIATION

a) Organisational Chart



b) Current situation and strategies for improvement and development

i) Administration and Management

The day to day management of the Association is now directed by a full time employee who is the Chief Executive Officer. This position first became a part time paid one in August 2007, and due to the success of this decision, the position was made permanent in July 2009. The role of the CEO is to manage the day to day business of the sport, in particular, the management of the State Range and the State's Pro-Shop (previously termed the "Equipment Scheme"). The CEO is answerable to the Management Committee.

The Management Committee of Target Rifle SA is totally voluntary. Members are nominated and voted in at the Annual General Meeting and hold their position for a 2 year term, with 3 members being replaced one year and the other 4 the next year. Members may be re-nominated at the end of their term.

The Management comprises the President, Vice President, Finance Manager, Secretary, Development Manager, Maintenance Manager and Competition Manager, each of whom are able to form sub-committees from the membership of the Association. These people report to every Management meeting. Management meetings occur regularly at least every 4-6 weeks.

Two general meetings of members occur each year - a mid year meeting and the annual general meeting. At the mid year meeting a full report (financial and administrative) is presented for discussion, comment and direction from the general membership. While the same occurs at the annual meeting, there are also elections of office bearers, confirmation of fees for the new year, acceptance of the audited report and other general business, notices of motion etc.

The Secretary takes minutes at meetings of Management, corresponds regularly with all SA clubs, providing information on meetings, competitions, results, rules etc. The Secretary also maintains the state website for the Association, manages the membership register, and provides immediate information to the State's elite competitors. In addition, the Management Team is responsible for the development and promotion of the sport, the conduct of competitions, the management and maintenance of the State Facility, the management of the Associations financial affairs, the conduct of courses, and the management of the State Squad.

The Association also relies heavily on volunteers and is very lucky to have a small band of very willing people to support activities.

Strategies for improvement and development in this area are to ensure the standard of administration of the sport continues to support the needs of the growing sport and builds on the success of the past 8 years by becoming more efficient and by better use of volunteers. In the future this is likely to include the appointment of another employee – initially on a part time basis. (See page 17)

ii) Facilities

The Wingfield Range was opened in 1992 and replaced the facilities lost in the bushfire in 1983.

It is an integral part of the future development of this sport.

- It is the State Facility for this sport, housing the administration and the Pro Shop (Equipment Scheme).
- It is the venue for major competitions held in SA– no other range being large enough or suitable enough to cater.
- It is the venue for all State Team competition and training
- It is the main venue for the conduct of coach, range official and instructor courses and coaching clinics
- It is a base for the promotion of the sport.
- It is the home facility for 3 of our affiliated clubs.
- It houses the offices for the South Australian Rifle Association and
- It is the venue for many of the TAFE conducted firearms courses
- It is currently the home venue for the National Coach for Australian International Shooting.
- It is the main source of revenue for our sport.

Over the years, as finances allow, the Management of TRSA has made many improvements to the facility, to ensure that it is a welcoming venue for our members and visitors, and that it meets the requirements of both the rules of our sport and those of the State Police Firearms Branch.

There are a number of areas that still require attention – namely the completion of the 2 indoor ranges and the associated equipment preparation areas, and the upgrading of the target systems in order that we compare more favourably with ranges in New South Wales, Victoria and Queensland. These areas are priority listed and reviewed each year against our commitments – financial, competitive etc. Management is very aware that this facility, apart from our membership, is our greatest asset.

The 2 main projects currently are to put ceilings, insulation and air conditioning into our indoor range areas. This is important in order to retain and grow membership in the clubs that use the facility. The extremes of temperature in these areas in summer and winter often make attendance impossible for our disabled membership – and very unpleasant for our able-bodied members. And secondly, although ours is one of the nicest ranges in Australia, our “elite level” athletes are currently being disadvantaged, and many National Ranking events are conducted only in the eastern states because we do not have electronic target systems in Adelaide. (See page 18)

iii) Member Services

Members services include:

1. The provision of a state website which includes a calendar of events, incorporating details of these events with entry information, competition results, competition rules and also information about the sport for non-members.
2. The Pro-shop – formerly known as our State equipment scheme – but now better described as a “Pro-shop”. This scheme supplies the equipment requirements of not just South Australian members, but also members of several other shooting codes, and members of our interstate affiliates. It fills a need that is not met by any business in this country. In the past 2 years this service has been greatly improved, As well, it is now available to our members Tuesday to Saturday and at all competitions and times when the State Range is open.

(TRSA’s investment in this operation has increased over the years as profits are invested in new stock. In recent years some of the funds accrued from this scheme have been re-directed to the rebuilding of our association and improving our facilities. We must continue to ensure available funds are used to provide the optimum benefit for the association and it’s members.):
3. Support to clubs – encouragement to conduct open competitions for the membership. Over the past few years TRSA has been supporting a range of country and city competitions in 3 ways:
 - firstly we provide a \$200 grant to any club wishing to conduct an open event;
 - secondly, we advertise it widely across the state via email and postal delivery; and
 - thirdly, we have set up a state-wide competition whereby members can accrue points for placings in their grades during the year - and trophies are presented at the Annual General Meeting. This has proved to be very popular and has increased attendance at these open competitions, especially with the more social member.
4. Provision of Coaches Courses, Range Official Courses and Firearms Licence Instructor Courses.
 - These courses have recently been updated by Australian International Shooting with the Australian Sports Commission, Target Rifle SA and the Firearms Branch.
5. The provision of Public Liability Insurance via our National Association (Target Rifle Australia)
6. Information dissemination – eg - Firearms Legislation, Grants from the Office for Recreation and Sport; competition advice; and advice regarding equipment choice, clothing choice etc.
7. The provision of a wide range of competitions, and the development of new events suitable for older membership and beginners.

It is imperative that we continue to upgrade and improve these services to our members. To do this we must maintain a good line of communication with the membership, be alert to their needs. (See page 19)

8. Competition Support

Competitions in South Australia have been undergoing some major changes over the past few years.

Target Rifle SA continues to support the Olympic and Commonwealth Games shooting sports for .22 calibre long rifles and .177 calibre air rifles in which members compete in events over 50 metres and 10 metres, in the prone, standing and kneeling positions. These are the core events.

In the past few years, we have conducted a minimum of four (4) major state-wide shoulder to shoulder competitions for these events each year, and have supported clubs that have included one or more of these events in their open competition programs. We also encourage members, (senior and junior), to attend State Team practice and competition sessions for additional experience, competition and coaching.

In addition to these core events in our sport, we have introduced several new events for .22 rifles and .177 air rifles. These events were designed to increase our membership and retain our older members who were finding difficulties with the core events because of failing eyesight etc. The new events have proved very popular and have been partially responsible for our increase in membership – especially juniors and older members. These events, (Benchrest for Air Rifles and .22 rifles, the use of telescopic sights on a target rifle and the use of a sporting style rifle in specific events), have encouraged people to join and participate in competitions. Apart from retaining our older members, we have also attracted young members who are too small to hold the rifle in the conventional positions, and yet others owning sporting rifles who did not want the expense of purchasing target style rifles - some of whom eventually become involved in other events as their knowledge and understanding of the sport broadens.

In 2009, the alternative events had grown so much that we conducted a separate State Championship for them. Also, as hosts of the 2009 National Championship we conducted demonstration matches for these alternative events and they were very well supported by the membership – the additional entry created in the whole event being approx 50% more than in past years.

When preparing our annual shooting calendar, we try to ensure that each month there is at least 1 major event for our members to compete in – sometimes these may be mixed events with both a core event and a new event included in the program. It is really pleasing to note that the attendance at these events is improving and that competition is strongly contested in all events.

It will be necessary in the future to continue to support all events – the core events – Olympic and Commonwealth Games matches – and the new ones, and that we remain open to idea of further increasing events in accordance with the need of the membership. We need to recognise that in both areas of the sport we have members who are keen to achieve and are highly competitive as well as members who regard the sport as a recreation and social activity. We must ensure that we continue to provide the right level of matches for all members.

Also as we are attracting juniors in some of the new events, it is also becoming evident that this is an area that can be used as well for talent spotting. (See page 20)

9. Athlete Development

The pathway to International competition in our sport is via the National Body – Australian International Shooting Ltd. (AISL). This, simply, is a series of National competitions, conducted strictly under the International Rules, where a shooter is ranked according to his/her best 3 competitions, and is required to achieve certain scores before he/she can be considered for national teams. Many juniors, and others who are considered to be potential team members, are often invited to national training camps with the National Coach.

South Australian shooters are encouraged to attend these competitions where-ever possible

a) Elite Athletes

Our elite athletes are currently benefiting from the ability to train regularly with the new National Head Coach for Rifle Shooting who is resident in Adelaide. One of these athletes has also been selected to attend several overseas competitions during 2008-09, and 2 Juniors in our Targeting Talent program and 3 senior members have been included in the Oceania Team and are training towards Commonwealth Games and World Championship Team selection in 2010.

Target Rifle SA has recently built a test tunnel which is used by our athletes for both testing ammunition for their rifles and also for training with the Live Fire Scatt system which the Association has purchased with our top shooters' training in mind.

The use of technology is becoming more important in the development of shooter skills at all levels but in particular for the higher skilled competitors. The acquisition and use of the latest state of the art equipment used throughout the world has to become an integral part of the development of SA's shooters. The Association must investigate ways and means of financing these acquisitions – including electronic target systems which are now in use world wide, and are available for shooters in Sydney, Brisbane and Melbourne.

b) Developing Shooters

In August 2008 a new plan for the development of shooters was commenced. It is called our "Targeting Talent Program", and was loosely based on the scheme used by the Rowing Association for development of new people from outside the sport, to prepare them for elite level competition.

Following a period of advertising and trials, a small group of young people who had not been involved in the sport before began to train regularly with our State Coach. Training was 3 days a week on the range. At that time, 2 juniors from within the sport were invited to participate – and talent spotting in our clubs has resulted in a recent increase to 3 juniors from within the sport.

It is now 12 months since this program began and the young people in this program are currently competing at a high level – attending State and National Championships and National Ranking events with excellent results. In fact, as mentioned above, two of these juniors have

been selected into the Australian Junior Team at the Oceania Championships to be held in December 2009, and a third has been invited to attend and shoot in the individual event with the National Association covering his entry fees. Clearly, the program is working well and a second round of advertising and trials is currently being considered.

This first intake has been a learning experience. It was clear from the start that we would need good quality rifles and shooting clothing to lend these people to get them started. Also clear is the problem of the expense involved and the fact that young people will grow out of their clothing fairly quickly. To this end the Association is purchasing shooting jackets, shooting pants and shooting boots which can be loaned on a long term basis, to the juniors in this program, and returned when they grow out of it. As well, the Association is supporting the program by purchasing suitable air rifles. (It is against SA Firearms Laws for juniors under the age of 18 years to own a firearm, however, it is lawful that they be able to join a club and compete at club, state and international level. It is therefore necessary that an adult be in control at all training sessions and have control of these firearms at all times.)

It is clear that the Association must support this program both financially and physically. This is a growth area and will be a major one for development in the coming years.

c) General Membership

Coaching is available for the general membership at no charge at the state range most weekends. As well, clubs are encouraged to book coaching sessions in their clubs and as a result during the past year or so coaching clinics have been conducted in country clubs at Renmark, Morgan and Naracoorte.

Members are also invited to shoot shoulder to shoulder with the State Team during the season of Postal Competitions with other States. This serves several purposes – it provides interested and competitive members with additional competition experience, provides the state with additional reserves and/or potential team members if they perform better than the team, and acts as a means for spotting a talented shooter. As coaching is also available on these days, it also enables the shooter to be coached and have technical skills improved.

(See page 21)

c) S.W.O.T. Analysis

| ✓ Strengths | ✗ Weaknesses |
|--|---|
| Sound Administration with a cohesive and progressive Management Team. Full time paid Chief Executive Officer. | Reliance on volunteers to assist with major projects, to become coaches and officials and for competition assistance. |
| Growing and effective Equipment Scheme – now a Pro-Shop | |
| State Facility - Third party use of the facility increasing. Recent major work on range has improved outdoor range. | Lack of electronic target systems. Incomplete/unfinished indoor ranges (10m & 20m) & equipment areas |
| Strengthening financial position | Although it is increasing, membership numbers are still too low. |
| Current increasing membership base Current generation of young people for new membership base | Small country club membership Large areas of State – no facilities. |
| Active and up-to-date Website | Advertising and Promotion |
| Increasing positive attitude amongst clubs and individual members | Blinkered attitude in some areas |
| , Broadening successful competition base | |
| Strong base of experienced coaches and shooters | Need more qualified officials and coaches at club level |
| . Excellent Safety Record | . |
| The sport's good reputation | |
| . Ranking/grading system for SA shooters & regular interstate competitors | Lack of cash flow for major projects outside of the core activity |
| The Targeting Talent Program | Lack of good clothing and equipment to support the Targeting Talent Program |
| | . |
| 👍 Opportunities | 💀 Threats |
| To diversify with new events | Firearms Legislation and bureaucratic processes |
| To capitalise on Olympic Games, Paralympics, Commonwealth Games and Masters Games | Political attitudes to firearms. |
| To distribute information to user groups at the facility. | Negative opinions from minority groups blocking progress |
| To further enhance the website – eg Coaching tips etc.. | |
| To encourage visitors to the range. | |
| To develop awareness of the State Facilities state-wide | |
| To provide coaching and officials courses | |
| To encourage inter-club activity | |
| To promote the Wingfield Range as a “Centre of Shooting Excellence” | |

d) Summary of Future Direction

Notwithstanding the noted continuing increase of membership, (125% since the change in our Management structure 8 years ago), our main concern is still a lack of numbers. To encourage new membership in our clubs will be a key focus in this plan, as will be the support of our current membership – which includes our juniors, our older members, our disabled members and our “elite” competitors, male and female.

The continued expansion of our competition program and competition formats, the support of clubs to promote this and the continued maintenance of the State Ranking/Grading system are key issues to support the progress and improvement of competition in the state.

The support of our “elite” athlete group and the Targeting Talent Program are seen as an essential part of the future planning for our sport.

The Administration must consider ways to promote the sport and affiliated clubs to the general public; must continue to improve the website by ensuring the content is always up to date and of interest to members and casual viewers of the site; must continue the education of new and existing coaches and officials and to support and encourage a growing interest in these areas of the sport; must continue to support the Pro-shop as it ensures that our members have access to the latest equipment available for our sport, keeping our members up to date with the rest of the world; and must continue to ensure that the State Range remains viable and meets the needs of the members .

e) Action Plan

In considering the goals, strategies and outcomes for this plan, our focus is placed into these 5 key areas as noted:

- Administration and Management
- Facilities
- Member Services
- Competition Support
- Athlete Development

OVERALL DIRECTION OF TARGET RIFLE SOUTH AUSTRALIA

| Key Business Area | Current Status in 2009 | Desired Status in 2014 |
|-------------------------------|--|---|
| Administration and Management | <p>The State Association has been managed by a part time Administration Officer and a voluntary Management. A decision has already been taken (July 2009) to make this a full time position for a Chief Executive Officer.</p> <p>Briefly, the role of Management includes the general administration and day to day management, development and promotion of the sport, the maintenance and management of the State Facility, the conduct and support of a variety of competitions within the state, the support and management of the State Equipment Scheme and the support of "elite" development.</p> <p>It communicates to clubs and members via a website and most clubs via postal communication etc. and oversees all projects carried out.</p> <p>The State Association looks after the interests of 13 clubs in South Australia. Most of these clubs have low membership numbers. Membership to the State Association is via the clubs who register their members. Membership has increased by 125% since 2001 when a revision of our Constitution allowed a new style of Management. (2001 was 106; end of last financial year 2009, was 240.)</p> | <p>Continued development and improvement of the management of the sport and its volunteers.</p> <p>Growth of the State Equipment Scheme and the State Facility for all members – senior, junior, male, female, disabled and elderly, social shooter and "elite" competitor.</p> <p>That the website continues to be seen as a major source of information by the members and that communication to and from the clubs is almost 100% electronic.</p> <p>That the membership in most clubs has improved. Current membership numbers over all the clubs in SA is 240. By 2014 it is hoped that this will be closer to 340.</p> <p>Many of the members are over 50 years of age. The desired status would be that by 2014 we have at least 20% of the membership under 21 (our Junior age).</p> <p>That the dependence on volunteer staff is significantly reduced by the appointment of another part time person to assist the CEO, and as a result, the administration and promotion of the sport is significantly enhanced.</p> |
| Facilities | <p>The Wingfield Range is the main facility for our sport in SA. It is well utilised, being used by our members and clubs on 3-4 nights each week and Saturdays and Sundays, and is also used by two 3rd parties on 5-6 occasions most weeks.</p> <p>It is the venue in SA for the sport's administration, for all major competitions, for all our training activities, eg, coaches and officials courses, Squad Training sessions etc.</p> <p>It is an important training facility for our State's shooters, but the indoor ranges must be completed and it also requires expensive upgrades in order to meet the standards offered by interstate facilities. .</p> | <p>The State Facility is an integral part of the development of our sport – by 2014 we would expect that additional upgrades have taken place to improve the facility for the membership and that it continues to be well utilised, and meets the standard being established by the eastern states.</p> |

| Key Business Area | Current Status in 2009 | Desired Status in 2014 |
|--------------------------|--|--|
| Member services | <p>This includes:</p> <ul style="list-style-type: none"> • provision and support of a variety of suitable competitions, • communication and an informative website, and • the conduct of courses for Officials, Coaches and Trainers , • an accessible supply of the sport's requirements via our Pro-shop(Equipment Scheme). • public liability insurance cover, | <p>By 2014, we anticipate that all our services will have improved.</p> <p>That the number of accredited coaches, officials and trainers in the state reflects the needs of the clubs, so we have at least 2 coach instructors, and 2 qualified range officials in each club – preferably more.</p> |
| Competition Support | <p>A very wide range of competitive events are conducted in the state, both by the Association and the clubs.</p> <p>The Association supports clubs conducting open events and regional events both financially and administratively.</p> <p>.</p> | <p>The events continue to reflect the needs of the members and include the international events and the newly developed events.</p> <p>That the younger juniors and the older members have a greater presence at competitions; that cheaper forms of shooting are encouraged by the clubs to increase participation.</p> |
| Athlete Development | <p>The state provides opportunities for individual coaching sessions for any shooter who wants extra assistance.</p> <p>TRSA also has a new project called “Targeting Talent”. This program is proving to be successful.</p> <p>Elite and Developing shooters are encouraged and supported by the Association.</p> <p>Our State Team has coaching and financial support for training and a Junior Talent spotting scheme is operating.</p> | <p>That the provision of coaching opportunities offered is continued and that training aids ie SCATT are utilised by more shooters..</p> <p>That the Targeting Talent Program continues to prosper and a clothing/equipment scheme is big enough to offer to all juniors in the scheme.</p> |

KEY BUSINESS AREA:

ADMINISTRATION & MANAGEMENT

| Goal | Action | Measure of Success |
|--|--|---|
| <ul style="list-style-type: none">To provide an Administrative service that will properly cater for the day to day activities and promotion of the sport and that will ensure the growth and security of the sport | <ul style="list-style-type: none">Consolidate the success of the past 8 years by refining the State Management and developing a more professional approach to the management of our sport. This will be enhanced by the decision to employ our part-time Admin Officer on a full time basis and make his position that of the Chief Exec Officer.To make better use of voluntary assistance by our membership.To support club development by engaging in promotional activity such as:<ul style="list-style-type: none">Supporting clubs with local promotions.Taking better advantage of local opportunities for promotion at the State Range – eg at TAFE courses conducted for Firearms Licences; by approaching local businesses. | <ul style="list-style-type: none">That the Association continues to prosper and is managed in a business-like fashionThat our use of voluntary assistance by our membership is better organised and managed.That the Association membership continues to growThat promotional activity benefits the sport.On-going review of policies and associated activity |

KEY BUSINESS AREA:

FACILITIES

| <i>Goal</i> | <i>Action</i> | <i>Measure of Success</i> |
|---|---|--|
| <ul style="list-style-type: none">• To maintain the State Facility at Wingfield for the benefit of the Sport. | <ul style="list-style-type: none">• Maintain State Facility to a standard that is safe, accessible by all our members (including disabled members), and acceptable under the International Rules.• To update areas of the facility in accordance with our financial ability – main goals primarily being to put ceilings and insulation into the indoor range areas; to air condition the indoor range areas; to consider electronic target systems,• To continue to manage the State Facility in order that it is economically and competitively viable. | <ul style="list-style-type: none">• That facility complies with the rules of the sport and is developed in accordance with the financial availability and member requirements.• That the incoming receipts cover all the outgoing expenses in the day to day running of the facility. |

KEY BUSINESS AREA:

MEMBER SERVICES

| <i>Goal</i> | <i>Action</i> | <i>Measure of Success</i> |
|--|---|---|
| <ul style="list-style-type: none"> • To provide the membership with services and sporting requirements by the conduct of courses for coaches, officials and firearms trainers. • To ensure provision of new and second hand sporting requirements is possible for all clubs and members via the State Equipment Scheme. • To ensure clubs and members are informed of changes to any legislation that may affect them. • To provide an informative and interesting website promoting the sport and clubs. • To support clubs in the promotion of the sport. | <ul style="list-style-type: none"> • Provide good communication with the membership and better utilise the website. • Engage in promotional activity and provide clubs with promotional ideas and material where possible. • Support clubs administration and activity in SA, and assist in membership growth at club level. • Promote and support the State Equipment Scheme. • Conduct and promote courses for coaches, officials and trainers on a regular basis. | <ul style="list-style-type: none"> • That the website be properly maintained in accordance with the needs of the clubs and individual membership, and that it contains relevant and timely information. • Good communication between the Clubs and the Association. • Members benefiting by the Equipment Scheme. • Maintain a level of accredited coaches, officials and trainers in each club – 2 or 3 of each per club, depending on club membership. • Coaching is available to all members • More members joining clubs. |

•

KEY BUSINESS AREA:

COMPETITION SUPPORT

| Goal | Action | Measure of Success |
|---|--|--|
| <ul style="list-style-type: none"> • To ensure the provision of a competition program for all South Australian shooters: <ul style="list-style-type: none"> Juniors Seniors Aged Disabled Elite Developing Male Female • To support the clubs in the provision of open competitions, especially in regional areas. | <ul style="list-style-type: none"> • To conduct at least 2 major events in SA each year for high performance shooters and those who aspire to International competitiveness. • To conduct at least 2 events a year that will encourage increased participation from junior members, older members, disabled members and members who have joined the sport using basic equipment. • To support new matches. • To encourage clubs, in particular country clubs to conduct open competitions around the state by offering administrative assistance and financial support. • To continue to provide a State Ranking/Grading system that will work in all competitions state-wide | <ul style="list-style-type: none"> • That 2 matches that abide strictly by the ISSF/TRA rules are conducted by the Assoc. • That 2 events, held primarily to encourage participation from all members are held each year • That any new matches are supported and rules provided for their development. • That the Association support and encourage clubs, especially country clubs to conduct events that encourage participation by all SA competitors. • Ranking/Grading System is kept up to date and used in supported events state-wide. |

KEY BUSINESS AREA:
ATHLETE DEVELOPMENT

| Goal | Action | Measure of Success |
|---|---|--|
| <ul style="list-style-type: none"> • To support the competitive development of members. • To raise the standards in SA. • To provide suitable equipment for those shooters in SA who are aspiring and training for International teams | <ul style="list-style-type: none"> • To continue to provide Coaching for individual members and clubs by encouraging clubs to seek coaching sessions for their members and encouraging members to attend sessions that are available for them. • To support higher levels of performance by encouraging members to attend and shoot alongside the State Team with the view to taking a place in that team if they shoot better than the current team members. • Conduct Talent Identification amongst the membership – this can be done at all open shoots and competitions in the state – currently there are at least 7-8 such events each year.. • Support the Targeting Talent Program by providing facilities, coaching and suitable equipment for the program, and by supporting the participants in the program where possible.. | <ul style="list-style-type: none"> • That coaching continues to be available for the general membership. • That TRSA athletes continue to attend and achieve good results at AISL events • That the Targeting Talent program continues to be supported. |

**PRIORITIES:
ON-GOING PROJECTS FOR EVERY YEAR ARE:.**

| | <i>Tasks to be done every year</i> | <i>Personnel</i> | <i>Est Cost</i> |
|---|--|---------------------------------------|------------------------|
| On-going Administration and Management responsibilities every Year | 1. Maintain and manage the State Facility –explore avenues to promote and improve. | 1. CEO & Management | 18,000.00 |
| | 2. General administration of the association & communication with Clubs & members | 2. CEO & Secretary | 70,000.00 |
| | 3. On-going review of policies & action plans; | 3. Management | 0.00 |
| | 4. Management of Association Finances. | 4. CEO, Finance Manager & Management | 600.00 |
| | 5. Maintain Membership register | 5. Secretary | 0.00 |
| | 6. Maintenance and continuing improvement of the State website. | 5. Secretary | 450.00 |
| | 7. Promotion and further growth of Equipment Scheme | 6. Secretary | 3,150.00 |
| | 8. Assist clubs with promotional activity | 7. CEO & Management | 2,500.00 |
| | 9. Conduct a range of competitions to suit the requirements of elite level and developing athletes – (eg. State Championships and National Ranking events); and for participation by juniors, elderly and new members. | 8. CEO & Secretary | 00.00 |
| | 10. Develop and support new matches for lighter weight and cheaper equipment for beginner members. Establish rules for these events. | 9. Competitions Manager | |
| | 11. Encourage and support clubs to develop open competition in regional areas. | 10. Competitions Manager & Management | 00.00 |
| | 12. The provision of coaching for members keen to participate in the International events. | 11. CEO, Secretary & Management | 1,200.00 |
| | 13. Support of the State Squad, State Development Squad and Junior Development | 12. Coaching-Development Manager | 500.00 |
| | 14. Funding of State Team to National Championships | 13. Coaching-Development Manager | 5,000.00 |
| | 15. Conduct of courses for Coaches, Range Officials and Firearms Instructors etc... | 14. Finance Manager, & Management | 1,200.00 |
| | 16. Talent Search amongst clubs for upcoming talented shooters (senior & junior). | 15. Coaching-Development Manager | 650.00 |
| | 17. Further development of the Targeting Talent program | 16. Coaching-Development Manager | 500.00 |
| | 18. Further development of recruiting programs – juniors, Targeting Talent program and general membership | 17. Coaching-Development Manager | 5,000.00 |
| | 19. Continued development of State Grading system | 18. CEO & Secretary & Management | 5,000.00 |
| | 20. Continued watch on Firearms Legislation | 19. CEO & Secretary & Management | 00.00 |
| | 21. .Promotional activity | 20. CEO & Secretary | 00.00 |
| | 21. Management/Clubs | 3,000.00 | |
| | | \$ 116,750.00 | |

