

TARGET RIFLE SOUTH AUSTRALIA



STRATEGIC PLAN 2014-2018

Prepared – August 2014



Government of South Australia
Office for Recreation and Sport



Government
of South Australia

be active.

CONTENTS

| | |
|---|-----------|
| Mission Statement | 2 |
| Executive Summary | 3 |
| Introduction | 3 |
| Recent history of the Association | 3 |
| The Association | 5 |
| Organisational Chart | 5 |
| Current Situation and Strategies for Improvement and Development | 6 |
| Summary of Future Direction | 11 |
| Action Plan 2014-18 | 11 |
| Target Rifle SA Forward Plan for 2014-18 | 12 |
| Key Business Area - Administration & Management | 12 |
| Key Business Area - Facilities | 13 |
| Key Business Area - Member Services | 14 |
| Key Business Area - Athlete and Club Development | 15 |

MISSION STATEMENT

To coordinate, develop and promote Smallbore and Air Rifle target shooting as a sport for all, encouraging shooting proficiency, and educating people in the safe handling and responsible use of firearms.

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 Shooting Australia (formerly Australian International Shooting Ltd.), 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 – Gold medal Team;
- a number of Ladies Prone World Cup medallists;
- representatives at the 1956, 1960, 1964, 1976, 1980, 1984, 1988, 1996, 2000 2004, 2008, 2012 Olympics/Paralympics;
- representatives at the 1966, 1974, 1982, 1986, 1990, 1994, 1998, 2010 and 2014 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 "socially competitive target shooting" up to the highest level of competition where they could represent Australia internationally.

b) Recent history of the Association 2001-2014

During the 1990's the general membership of TRSA, was slowly decreasing. There were several reasons for this, one being the lack of a State Facility, our earlier facility having been a casualty of the 1983 bushfires, another being very old and outdated clubs facilities and clubs management, and another being an ineffective State Management. And clearly, negative firearms campaigns in the newspapers etc. did not help our situation.

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.

Since 2001, and operating under this new Constitution and the new management system, we have experienced an increase in membership of in excess of 270%, and we are now in a stable and healthy financial position.

Many improvements to the State Facility at Wingfield have been carried out in order to encourage its use and ensure it remains a safe and up to date venue for our sport.

In 2008 and 2009 we spent almost \$100,000 preparing the facility in time for the 2009 National Championships that were conducted in Adelaide.

In 2012, with the assistance of a \$116,000 grant from the Office for Recreation and Sport, we installed electronic targetry which cost in excess of \$250,000 and brought us up to date with the facilities offered in the Eastern States of Australia, and many of the ranges world wide. The State facility at Wingfield is essential for the continued growth of our sport in South Australia.

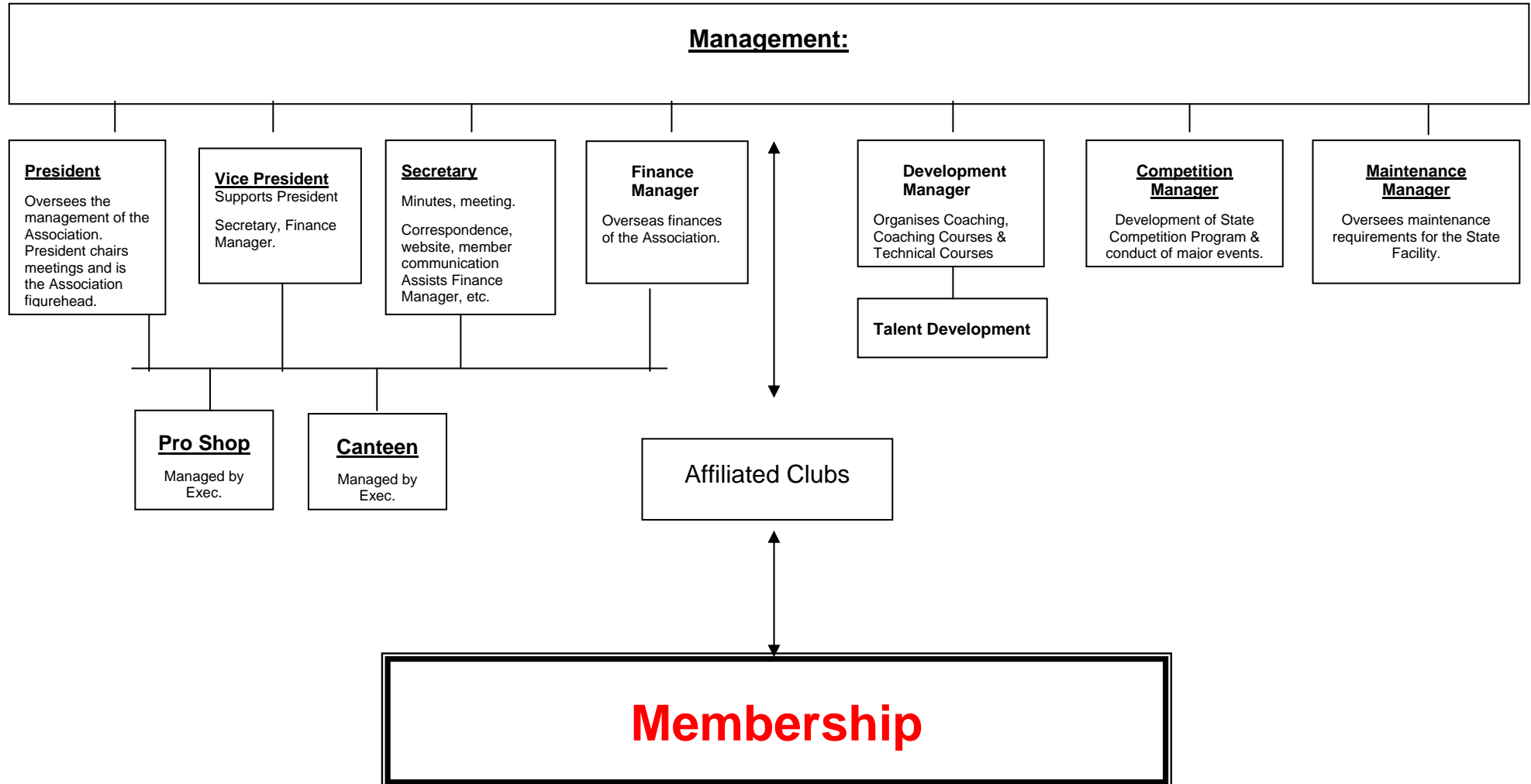
In 2013, mindful of both the cost of electricity and the need to be “green”, we installed solar panels.

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

Many of our clubs are in the Star Club program and looking at ways to improve both their facilities and management. TRSA has also been offering financial rewards to assist clubs who have been conducting Open competitions, and this year offered clubs the opportunity to apply for a small development grant.

2. THE ASSOCIATION

a) Organisational Chart



b) Current situation and strategies for improvement and development

i) Administration and Management/ Leadership

The day to day management of the Association is directed by the Management Team.

The Management Team 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 in accordance with the Constitution. Members of the Management are all active members and will often hold additional meetings where deemed necessary.

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.

Between them, 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 day to day needs of the sport at the State Range, although overseen by the Management, is assisted by casual employees, each working approximately 12-18 hours a week and assisting with a variety of jobs, e.g. administrative tasks, assisting visitors on the range and assisting with any requirements from the Equipment Shop and Canteen..

Aside from these employees, the Association 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 14 years by becoming more efficient. Management has a duty to support and encourage club growth and the promotion of the sport in South Australia.

ii) Facilities

The Wingfield Range was opened in 1992 and replaced the facilities lost in the bushfire in 1983. It is built on Crown land and the Association leases the building and land from the Port Adelaide Enfield Council. It should be noted that the Association is responsible for the costs for upkeep and maintenance to the facility.

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 Equipment Scheme.
- It is the venue for all 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.

In the last 2 years we have completed some major projects on this range and can now boast a world class facility, with air conditioned clubrooms and indoor ranges and electronic targetry on our 2 main ranges.

Strategies for improvement in this area covers the need to ensure that the facility remains financially viable. Continued vigilance regarding the maintenance on the facilities and the new target systems; ensuring that it continues to meet the stringent requirements for safety; and the need to use this facility to further grow and promote the sport.

iii) Member Services and Communication

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 – our State equipment scheme. This scheme supplies the equipment requirements for South Australian members. It fills a need that is not met by any business in this country. It is available to our members Tuesday to Saturday and at all competitions and times when the State Range is open, and it is the support members have given to this enterprise that has made possible the improvements to the State Range over the past 10 years.
4. Competitions: The State Competition program comprises an event at least every month. Target Rifle SA conducts a wide range of competitions from the State Range, and supports and encourages Open competitions around the state hosted by our affiliated clubs. Over the past few years it has included Benchrest events and has also developed new events suitable for older membership and beginners. It also continues to support the Olympic and Commonwealth Games shooting sports for .22 calibre 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.
5. Provision of Coaches Courses, Range Official Courses and Firearms Licence Instructor Courses.
6. Provision of coaching at no charge to the member.
7. Talent spotting for additional coaching and support via the State Talent Development Group.
8. The provision of Public Liability Insurance via our National Association (Target Rifle Australia)
9. Information dissemination – eg - Firearms Legislation, Grants from the Office for Recreation and Sport; competition advice; and advice regarding equipment choice, clothing choice etc.
10. The provision of a world-class facility with ammunition testing area for use at less than 50% of the costs charged interstate, and available for use by all members 7 days a week.

Communication: TRSA currently has 5 ways to communicate with its members:

1. *State Website.*
The State Website covers information about the sport, a calendar of coming events, the competition results, rules, policies etc. It is continually being updated with information and has an area where urgent or immediate information is placed.
2. *Direct to clubs via Club Secretaries*
Historically, all information has been posted to Club Secretaries with the understanding that this will be distributed around their club and placed on club notice boards.

3 *Email direct to members*

In recent years emails regarding coming events, and items of interest, as well as being available on the website, have been sent directly to some members who have email addresses.

4 *Facebook*

In 2012-13 the Association developed a Facebook page. This is not very well utilised by our members, many of whom are older

5 *Personal contact*

Members of the Management Team are always available to talk with the members. One or more are usually in attendance at all club Open competitions, and at the State Range, and are always easily approached and happy to discuss any issues with the membership.

It is debatable whether any of the above methods of communication with our members can be 100% successful. For instance:

- Sending information direct to club secretaries used to be the only way to communicate with members, however, this information can often go un-noticed on cluttered notice-boards that rarely get updated.
- the State Website is available for all members who have internet access - however, it is surprising how many people do not regularly read their email – but still check their letter-box at the end of their drive-way!!
- Facebook does not seem to be a really popular way of communicating with older people – and many of our members are older.
- Personal contact has been valuable, but again, will not cover every member of every club unless they are present at various events or locations.

Having noted all the above, it should be mentioned that according to the recent 360° Review conducted by the Office for Recreation and Sport, our relationship with the members of Target Rifle South Australia is a good one, however, some members seem to be unclear of the benefits, opportunities and activities offered by our sport.

Strategies for improvement of communication, relationships and Member services, are to continue providing the services that have proved so successful over the years as was shown in reports from the recent 360° Review conducted by the Office of Recreation and Sport, but to review these to ensure the members are better informed of the benefits and opportunities offered by our sport..

iv) Athlete and Club Development.

1. Athlete Development

Over the past few years TRSA's Athlete Development program has matured and is showing definite signs of being extremely successful with a number of young athletes training on a regular basis, attending major national competitions and even representing Australia overseas. Currently 2 of the youngest members in our Development Squad have been selected for the Commonwealth Games Team.

The Association supports this program by assisting with the procurement of equipment and the provision of cheaper range fees to enable training several times a week at a greatly reduced cost to the athlete.

The Association is also extremely grateful for the voluntary support of the Coach who travels to 3 coaching sessions each week – one in the south of Adelaide, the other 2 at the State Range in order to support the training of the athletes she is working with.

2. Club Development

Over the past few years TRSA has been supporting a range of country and city competitions in several ways:

- i. firstly TRSA have been encouraging clubs to conduct open competitions. This would benefit the clubs in 2 ways. As some members often do not leave their own club environment, it encouraged them to interact with other members in the state. Additionally, the conduct of such an event would also create a small cash income for the club.
- ii. TRSA then provided a small monetary grant to any club wishing to conduct an open event (this is reviewed annually);
- iii. TRSA then advertises clubs events widely across the state via email and postal delivery to all clubs for their notice boards and
- iv. finally, TRSA set up a state-wide competition whereby members can accrue points for placings in their grades at each of the events held during the year. Trophies are presented at the Annual General Meeting. This has proved to be very popular and has both increased attendance at these open competitions, and also encouraged interaction amongst the members - especially with the more social member.

In 2013-14, the Association offered a small development grant to clubs based on their plans for development. This was very successful and TRSA need to consider how this project might be continued, and the guidelines for it in the future.

Strategies to improve these schemes are to consider how to best continue to support the development of our athletes and our clubs. TRSA will continue to support and encourage our members and clubs applications for grants and assist them with their plans to develop. Additionally, the Association will review the addition of a small club grant program that began in 2013-14 to assist clubs with their developmental projects.

c) Summary of Future Direction

Notwithstanding the noted continuing increase of membership, (over 270% since the change in our Management structure), our main concern is still a lack of numbers. To encourage new membership, and to support development in our clubs will be a key focus in this plan. Two projects already being developed by Target Rifle South Australia are to:

- a. Encourage the formation of separate Junior Groups
- b. Encourage the formation of daytime groups for older people and shift workers.

The continued expansion of our competition program and competition formats, the continued support of our “elite” athlete group and the Talent Development Program are also seen as an essential part of the future planning for our sport.

The Administration must also:

- endeavour to ensure that its plans and actions become more visible to the membership,
- 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;
- continue the education of new and existing coaches and officials and to support and encourage a growing interest in these areas of the sport;
- continue to support the Equipment Scheme as it provides the money to action many plans of the association and also 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;
- continue to ensure that the State Range remains viable and meets the needs of the members .
- consider ways to promote the sport and affiliated clubs to the general public;

d) Action Plan for 2014-18

In considering the goals, strategies and outcomes for this plan, our focus is placed into these 4 key areas as noted in the following pages:

- ADMINISTRATION AND MANAGEMENT
- FACILITIES
- MEMBER SERVICES (INCLUDES PROVISION OF COMPETITIONS, COURSES AND COMMUNICATION AND RELATIONSHIPS.
- ATHLETE AND CLUB DEVELOPMENT

TARGET RIFLE SOUTH AUSTRALIA FORWARD PLAN FOR 2014-2018

| Key Result Area | Projects, Programs, Activities | | | | Priority H, M, L | Responsibility | Cost | Measurement of Success |
|--|--|--|--|--|---------------------|--|------|--|
| | 2014-15 | 2015-16 | 2016-17 | 2017-18 | | | | |
| 1. ADMINISTRATION | | | | | | | | |
| 1.1 Review the Constitution and rules and Policies for current appropriateness | Complete the review | Present recommendations to AGM | Review | Review | H | President/Management | | Review takes place with appropriate action |
| 1.2 Effectively manage the State Association's financial affairs | Consider improvements | Implement improvements | Review | Review | H | Finance Manager. & Management | | Positive result with financial affairs and Auditor Report |
| 1.3 Effectively manage State Equipment Scheme | Consider aspects of scheme and plan improvements | Review | Review | Review | H | Vice President & Management | | Positive result with financial affairs and Auditor Report |
| 1.4 Membership Register | Maintain membership register | Maintain membership register | Maintain membership register | Maintain membership register | H | Secretary | | Member register up to date at all times |
| 1.5 Maintain State Ranking system and the State Points system | Check results of all matches and update the systems. | Check results of all matches and update the systems. | Check results of all matches and update the systems. | Check results of all matches and update the systems. | H | Competition Manager | | Members aware of and interested in the results of the State Points and their ranking. |
| 1.6 Maintain good relationship with Office for Rec & Sport | Maintain contact with Office and advise clubs and members of grant opportunities | Maintain contact with Office and advise clubs and members of grant opportunities | Maintain contact with Office and advise clubs and members of grant opportunities | Maintain contact with Office and advise clubs and members of grant opportunities | H | Secretary | | Clubs aware of opportunities, developing forward plans and applying for grants to improve their situations |
| 1.7 Maintain good relationship with Firearms Branch | Maintain contact with Branch, advise membership of changes to Firearms Legislation | Maintain contact with Branch, advise membership of changes to Firearms Legislation | Maintain contact with Branch, advise membership of changes to Firearms Legislation | Maintain contact with Branch, advise membership of changes to Firearms Legislation | H | Secretary | | Members aware of changes to Firearm Laws. |
| 1.8 Monitor – Facilities maintenance and management, Competitions, Member Services, Elite Development, Club Development and Courses, | Reports to every meeting from Management member | Review, act & receive reports at each meeting | Review, act & receive reports at each meeting | Review, act & receive reports at each meeting | H | Members of Management responsible for each role. | | That there is positive progress in each KRA |

| Key Result Area | Projects, Programs, Activities | | | | Priority H, M, L | Responsibility | Cost | Measurement of Success |
|--|---|---|--|--|---------------------|---|------|--|
| | 2014-15 | 2015-16 | 2016-17 | 2017-18 | | | | |
| 2. FACILITY | | | | | | | | |
| 2.1 Manage facility to ensure it remains a viable entity and not a financial burden to the members | Monitor costs and income from activities and use of facility | Review | Review | Review | H | | | Facility is remains financially viable |
| 2.2 Monitor utilisation of facility. | Review utilisation with view to increasing use | Review | Review | Review | M | | | Facility is well utilised. |
| 2.3 Maintenance and upkeep of facility | Review & update Maintenance Register and organise required work to be done | Review & update Maintenance Register and organise required work to be done | Review & update Maintenance Register and organise required work to be done | Review & update Maintenance Register and organise required work to be done | H | Maintenance Manager & Management and Volunteers | | Building is maintained in good condition. |
| 2.4 Maintenance and upkeep of target systems. | Prepare Maintenance Register for the inspection of backstops, the electronic systems, the network, the range monitors | Follow the plan set out in the Maintenance Register. Adjust where necessary. | Follow the plan set out in the Maintenance Register. Adjust where necessary | Follow the plan set out in the Maintenance Register. Adjust where necessary | H | Maintenance Manager & Management and Volunteers | | Target systems are well maintained, safe and reliable. Competitions run without incident. |
| | | | | | | | | |

| Key Result Area | Projects, Programs, Activities | | | | Priority H, M, L | Responsibility | Cost | Measurement of Success |
|--|---|---|--|--|---------------------|-------------------------------|------|---|
| | 2014-15 | 2015-16 | 2016-17 | 2017-18 | | | | |
| 3. MEMBER SERVICES | | | | | | | | |
| 3.1 Competitions | Conduct range of events to suit all members. Website is kept up to date with dates of events and details of same. | As for 2014-15 Masters Games (Includes State Championships, National Ranking events, Club Opens, Team events, Carnivals or Cup events, Fun events etc. | Conduct range of events to suit all members | Conduct range of events to suit all members | H | Competition Manager and Clubs | | A wide range of competitions are conducted for the members in SA. |
| 3.2 Equipment Scheme | Investigate ways to improve this service to members | Continue to improve service | Continue to improve service | Continue to improve service | H | Vice President and Management | | Scheme is well supported by the members |
| 3.3 Communication: Website Email Facebook Post Personal contact | Improve website Investigate ways to further improve the methods we communicate with the members. | Act on changes to improve the way we communicate with the members. | Act on changes to improve the way we communicate with the members. | Act on changes to improve the way we communicate with the members. | H | Secretary and Management | | Members are informed of events in SA |
| 3.4 Courses | Conduct courses for Range Safety Officers, Level 2 Officials, and Coaches where required | Conduct courses for Range Safety Officers, Level 2 Officials, and Coaches where required | Conduct courses for Range Safety Officers, Level 2 Officials, and Coaches where required | Conduct courses for Range Safety Officers, Level 2 Officials, and Coaches where required | M | Instructors | | Courses are conducted regularly and when required. |
| 3.5 Club Support | Investigate ways to assist clubs development | Act on results of investigation. | Review results, adjust where required and act. | Act on results of investigation. | H | Management/Clubs | | Clubs seen to be benefitting by support from TRSA |
| 3.6 Public Liability Insurance | This is via the member's registration to the sport and provided by the National Assoc'n | | | | | TRA | | |
| | | | | | | | | |

| Key Result Area | Projects, Programs, Activities | | | | Priority H, M, L | Responsibility | | Measurement of Success |
|--|--|--|--|--|---------------------|---|--|---|
| | 2014-15 | 2015-16 | 2016-17 | 2017-18 | | | | |
| 4. ATHLETE & CLUB DEVELOPMENT | | | | | | | | |
| 4.1 Support specific Junior Groups | Develop Junior Clubs for 10-20 year olds | Review and continue to support Junior groups. | Review and continue to support Junior groups. | Review and continue to support Junior groups. | H | Development Manager and assistants and volunteers | | That juniors are getting involved in all areas of the sport |
| 4.2 Support daytime groups for older people and shift workers | Develop daytime shooting club groups | Review and continue to support daytime club/groups for older people. | Review and continue to support daytime club/groups for older people. | Review and continue to support daytime club/groups for older people. | H | Development Manager and assistants and volunteers | | That older membrs are meeting in clubs during daytimes |
| 4.3 Support Elite Development Group | Review ideas to better support this group | Instate ideas, review and continue | Instate ideas, review and continue | Instate ideas, review and continue | H | Development Manager | | That some assistance is being given to elite shooters in SA are |
| 4.4 Provision of National Ranking competitions for elite shooters. | Conduct at least 2 National Ranking shoots | Conduct at least 2 National Ranking shoots | Conduct at least 2 National Ranking shoots | Conduct at least 2 National Ranking shoots | H | Competitions Manager/ Management | | That Shooting Australia runs 2 PQS events in SA |
| 4.5 Further action on the proposal we pursue the provision of a small grant towards clubs development. | Consider strategies, plans and guidelines for offering a small development grant to clubs. | Review | Review | Review | H | Finance Manager/ Management | | A small grant system is established to assist in the development of the sport in SA |

