



South Australian **Rifle** Association Inc.

STRATEGIC PLAN



2023-2026

SOUTH AUSTRALIAN RIFLE ASSOCIATION's STRATEGIC PLAN 2023 - 2026

SARA Incorporation number : A2189

SARA's History:- Our association was formed in January 1861 as a part of the “Colonial Defence Force” until the 1960's. Initially we shot on a range in the “Adelaide Southern Parklands” until 1876, then due to public safety concerns, moved to ranges at Glanville, then Smithfield. In 1887 when the “Defence Forces” were reorganised we shifted to the Port Adelaide Range, this was later named “The Dean Rifle Range” and was our home until 2003 when we moved to our present “Lower Light Rifle Range” complex. Currently we have over 500 financial members.

Our Vision:- To be an organisation that actively facilitates best practice in full bore rifle shooting in SA

Our Mission is to:-

- **Develop and implement a long term “Strategic Plan” for the sport of full bore target rifle shooting**
- **Achieve further development of our Lower Light Rifle Range complex**
- **Develop and grow all disciplines of short & long range target shooting**
- **Investigate & implement commercial opportunities within our association to ensure our financial future**
- **Maximise the viability & sustainability of our association & its assets**

Our recognised Stakeholders

Firstly & foremost all of our financial members as well as:-

- The Office of Recreation & Sport
- S.A. Shooting Association
- S.A. Sports Federation
- S.A. Police Department – Firearms Branch
- The National Rifle Association of Australia
- Our affiliated SARA rifle clubs
- Our Employees
- Our Volunteers
- Our Sponsors
- The local District Council of Mallala

Our Core Values

To continually promote:-

- **SAFETY**- in the safe use of all forms of legal firearms by our members, participating visitors and spectators while on or off rifle ranges.
- **PARTICIPATION** – by all our members in all disciplines of the sport of full bore target rifle shooting.
- **COMPETITION** – by encouraging our members to participate in shooting competitions at club or higher levels.
- **COMRADESHIP** – between all members of all rifle clubs, district rifle associations and at interstate competitions.
- **SKILL DEVELOPMENT** – by the progressive learning and up skilling of our members within their requirements and capabilities.
- **FUN and ENJOYMENT** – by encouraging our members within all approved shooting disciplines to have fun & enjoyment while safely pursuing their sport of full bore target shooting.

'Pillars of Focus'

1 Governance & Finance	2 Infrastructure & Facility Management	3 Communication & Relationship Development	4 Marketing & Promotion	5 Competitions & Participation	6 Coaching & Mentoring
-----------------------------------	---------------------------------------------------	-------------------------------------------------------	------------------------------------	-------------------------------------------	-----------------------------------

PILLAR: GOVERNANCE & FINANCE

KEY STRATEGIC OBJECTIVE: To ensure the long term financial sustainability of all SARA ventures & in particular the Lower Light rifle range complex

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
1. Examine & update Association policies to meet “Best Practice” in sports standards	Instigate an internal review of all existing business unit activities	Policies reviewed, updated and checked against best practice	AO for parent body governance	Dec 2023 Level 3	Time (AO)
	Educate clubs in lead house policies	Clubs directed to updated policies	Clubs for local policies		
2. Install policies & procedures that promote a positive image for SARA, the Lower Light Range & the sport of target shooting in general	Establish complaint handling using suitable & recommended sporting club examples	Policy in place	AO	Oct 2023	Time (possible sub-committees)
3. Ensure effective environmental management & compliance with statutory approval obligations	Ensure proposed major improvements have appropriate approvals and correctly documented	Plan formulated and approval obtained	AO	On going Level 1	Time Money Effort

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
4. Develop opportunities with revenue generating capabilities	Develop a LL site Environmental Management plan	Plan developed and continually monitored	AO	Nov 2023 Level 3	Investigate qualified member
	Offer safe firearm competitions to Private schools	A group of strategies has been developed and implemented - as listed	AO to investigate and allocate appropriate person for each strategy	Dec 2023 Priority variable - to be determined	To be determined
	Offer team bonding sessions to corporate bodies encompassing firearm experiences				
	Investigate & seek the establishment of other commercial shooting clubs on our LL complex				
Upgrade the 100m range and offer it. at a fee, to the general public's use					

PILLAR: INFRASTRUCTURE & FACILITY MANAGEMENT

KEY STRATEGIC OBJECTIVE: Ensure SARA & the Lower Light Complex is managed in accordance with “best practice” and implements policies & procedures relating in particular to risk management of within the Lower Light rifle range complex.

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
<p>1. Review and implement the improvement of Lower Light facilities, security and access</p>	<p>Establish a maintenance committee to</p> <ul style="list-style-type: none"> • review perimeter fencing • review security • review the internals of the LL admin/office room • prepare routine maintenance plans • Establishment of auxillary ranges • Progressive upgrading of all firing mounds 	<p>Committee established and maintenance undertaken</p>	<p>AO then maintenance committee</p>	<p>Est committee Dec 2023</p> <p>Maintenance Ongoing</p>	<p>Volunteer help Finance</p>

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
2. Improve accommodation and parking within the Lwr Light Rifle Range complex	Lobby council to upgrade the road from Pt Wakefield road to our complex gate through negotiations with government agencies	Lobby council and have successful outcome	Board	Sept 2023 Priority 3-4 (<i>Prep for State Championships</i>)	Board assistance
	Install power and water to caravan sites	Improvements completed	Board	June 2025 Priority 4 - 5	Labour Finance
	Resurface caravan park and car parking areas	Improvements completed	Maintenance committee	Sep 2023 Priority 2	Labour Finance
3. Implement management & planning practises that ensure the safety of all members & visitors to the Lower Light facility	Investigate all range safety issues & instigate solutions	Practises, policies and procedures in place	Board & AO	Oct 2023 Priority = 1	Sub-committee of skilled people Time (AO)

PILLAR: COMMUNICATIONS & RELATIONSHIP DEVELOPMENT

KEY STRATEGIC OBJECTIVE: Implement Management arrangements that ensure transparent decision making and effective two way communications with stakeholders while growing our organisation.

Objective	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
1. Develop effective two way communication with all stake holders	Maintain liaison with the Office for Recreation & Sport	Positive relationship with ORS	AO	Ongoing Priority = 1	Time
	Improve and maintain website	Website effective and well used	AO	Ongoing Priority = 1	Time
	Foster, encourage and support social media with members and clubs	Facebook page effective and well used	AO	Ongoing Priority = 1	Time
	Hold an annual forum with members to allow feedback to the board	Forums held and reported on	Board	Annual	Board
	Email news to members regularly	Monthly newsletter (summary board decisions, issues/challenges, upcoming events, grant opportunities, new policies)	AO	Ongoing Priority = 1	Input from all parties, boards and members

PILLAR: MARKETING & PROMOTION

KEY STRATEGIC OBJECTIVE: Market our major assets, our shooting skills, SARA shop and our Lower Light complex to increase membership and revenue while promoting a positive safe image of the sport of long range target shooting.

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
1. Promote our sport to the general public	Install contact information signage on each side of Pt Wakefield road at the T-junction of Light Beach road	Sign in place	Board	May 2024 Priority = 3	Appropriate volunteers (Range Maintenance Committee)
	Promotions sub-committee	Committee established	Board	Dec 2023 Priority = 2	Professional expertise / student specialist
	Use media to engage the general public in advising information about our association and sport.	More measurable interest generated	Board	Dec 2023 Priority = 2	Professional expertise / student specialist
	Using media advise how to register for “come and try” shooting sessions on our Lower Light range.	More measurable interest generated	Board	June 2024 Priority = 3	Professional expertise / student specialist

Objectives	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
2. Market our sport to all members and target specific areas of the public	Continue to promote “E” Sales with a 24/7 shopping availability to the SARA store and increase revenue by 15% annually	E-store improvement Revenue increased	Board and staff	On going Priority = 2	Professional expertise Finance
	Utilise field days and country shows to market and promote our sport	Attendance at shows	Promotion sub-committee	On going Priority = 3	Clubs Finance Volunteers

PILLAR: COMPETITIONS & PARTICIPATION

KEY STRATEGIC OBJECTIVE: Create an environment that encourages participation and competition by our members for all skill levels up to participation at national and international events

Objective	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
1. Facilitate improvements to the shooting competitions held on the Lower Light Range	Investigate and implement strategies to make participation in competition more attractive	Survey members	Board	On going Priority = 2	Time Board
2. Increase our membership by 10% annually	Encourage current members to seek others to become associate members	On going	Board	On going Priority = 3	Promotion from Board and members
	Develop ways of increasing diversity in our membership including female, family and disabled	Plan developed and Board diversity	Promotion Committee and Board	On going Priority = 1	Time Effort from committee

PILLAR: COACHING & MENTORING

KEY STRATEGIC OBJECTIVE: Develop activities directed towards the building of knowledge & skills that will enable all our members to improve their mental and physical abilities thus developing their full potential in the sport

Objective	Strategies	Key Performance Indicators	Responsibility	Time Frame & Priority level High=1 Med=3 Low=5	Resources needed
1. To increase the skill levels of our participants	Provide educational opportunities for our members to reach their potential				