

DEVELOPMENT OF SCOTTISH TARGET SHOOTING UPDATE REPORT

INTRODUCTION

The purpose of this report is to provide an update to the target shooting community regarding the proposal currently being developed by Scottish Target Shooting (STS) in consultation with its four existing members – the Scottish Clay Target Association (SCTA), Scottish Pistol Association (SPA), Scottish Rifle Association (SRA) and the Scottish Smallbore Rifle Association (SSRA).

The origin of this proposal was established at a meeting that took place in Dunblane in October 2012 at which all four Associations present agreed a single shooting body would be the most effective vehicle for moving the sport forward at all levels.

In early 2014 the Forward Planning Group (FPG) was established with representation from all four Associations and has advised on the development of a proposal which, once completed, will be presented to the membership of each association.

This paper aims to provide a brief oversight into what has already been agreed for inclusion in the proposal, our plans going forward and the timescales for all this to take place.

MEMBERSHIP

a) What will be the membership year?

The membership year will run from 1st January to 31st December.

b) What are the membership types?

The new structure will have the following membership categories:

- Adult
- Junior (for those under 21 on 1st of January on the year of joining)
- Club (defined as any club, school, trade or group involved in the sport of Target Shooting)
- Honorary Life Member – all existing Honorary Life Members shall transfer across from the existing Associations to be recognised by the new body.

c) My discipline does not have a large membership, will decisions relating to my discipline be made by others?

No, the articles and management structure has been developed to ensure this will not be the case. On affiliating to the new body each member will state his/her 'Primary Discipline'. Matters that are raised at AGMs that concern a specific discipline will be classified as a 'Sports Specific Matter'. This has been defined as:

“Sport Specific Matter” means matters that fall within the remit of the Association Management Groups including, but not limited to, competition calendars; the arrangement of championships; the

allocation of profits made at Association Management Group run events; the management of trophies; consultation and adoption of technical rules concerning firearms, ammunition and clothing; the election of an AMG Chair; selection to represent Scotland at non-Commonwealth events.

In these scenarios, only members that have stated their 'Primary Discipline' as the one in question can vote on the matter and therefore influence what course of action should be taken.

d) What if I am involved in more than one discipline?

The purpose of the new body is to allow for an easy transfer between disciplines. The new structure will only require one single membership fee which covers membership and insurance for taking part in all disciplines. However, on joining, members can only select one 'Primary Discipline' and therefore will need to choose which they are most involved in and would like to influence should a vote occur. Members' interests may vary from one discipline to another, especially in the early stages of their involvement in the sport. As such, the scheme does have some flexibility and members can change his/her 'Primary Discipline' annually when re-affiliating.

MEMBERSHIP BENEFITS

a) I always thought STS is purely for elite shooters, how will it benefit me and the grassroots?

Historically STS has received large levels of funding (through the Performance Manager at sportscotland's Institute of Sport) for the performance end of the sport and only a small level of investment (roughly £10k pa) has been invested in STS to carry out its limited governance roles and responsibilities. With the new structure, led by a unified development plan for growing the sport at grassroots level, there will be a larger investment in the governing body enabling it to do more. Therefore, under the new structure there are numerous benefits being proposed, some of which will be more obvious than others:

- Administration and bookkeeping staff to provide ongoing support to volunteers.
- Economies of scale to drive down costs/increase efficiency for shared services.
- Insurance will be provided to all members.
- The opportunity for people to try various disciplines, all through the same, single membership fee. This should:
 - i. Increase retention in the sport (albeit with some change between disciplines)
 - ii. Remove the need for individuals to pay additional fees (e.g. for joining the SSRA and SPA) if they wish to try a different discipline
- Investment from sportscotland to start developing the grassroots of the sport.
 - i. Some of this investment will be in the form of programme and/or project funding to invest in the development of coaches and officials.
 - ii. Other parts of the investment will be in staff to provide on the ground support to help clubs.
- STS is also looking into additional services such as:
 - i. Providing a regular newsletter.
 - ii. Providing a modern membership database ensuring members receive updates on when their qualifications are due to expire and only receive messages that are relevant to them.
- Partnerships are being discussed with the NRA, NSRA and CPSA to allow members of STS to benefit from some of the advantages of being members of these bodies too (such as access to the training courses, entry to events etc.).

FINANCES

a) How much will it cost to join?

Under the proposal, members will join STS directly and at present, membership of the new body has been set at a minimum price of £30. As additional membership services are consulted on and added this price will rise but it is not anticipated that the rise will be significant.

b) Under the new structure, what will happen to money held in each Association's bank accounts?

Existing funds held within Association bank accounts will be transferred into the STS account but ring-fenced to ensure it can only be accessed by the AMG relating to that discipline (and not absorbed into the wider STS account). It is accepted however that this will not happen overnight and on a short term basis, each association will need to retain its own bank account until the structure can be set up and embedded.

The objective of the new organisation is to remove the need for duplication. As such the plan will be to operate all disciplines from one central bank account which will be managed on a day-to-day basis by a paid bookkeeper and strategically by a finance director. This removes the need for 5 separate treasurers (one for each discipline and one for STS) and 5 separate audits of 5 separate accounts costing 5 times as much.

c) What will be the savings?

Based on the membership price being £30, that current membership numbers remain the same when transferring to STS and based on the cost of delivering its programme, it has been calculated that each AMG will make the following savings for delivering the same programme of activity under STS:

- Smallbore - £450
- Pistol - £4,500
- Fullbore - £700
- Clay Target - £11,000

As mentioned above, this additional money will be ring-fenced so only that AMG can access it. Also, this highlights the financial savings but additional savings will be made on volunteers' time with paid staff employed to support with admin and bookkeeping functions. This does not include any additional investment the Board is able to access and make to support the development of the disciplines e.g. investing in coaching, volunteers, clubs and development squads/pathways.

d) Is there still the potential to generate income?

It is proposed that under the new structure each Association Management Groups (AMG) will be allocated a budget that will allow it to run all events currently run under the Associations to ensure this programme of activity does not change. Any profits made from these (and any other AMG initiatives) will be ring-fenced and retained within that AMG through a specific nominal code, rather than be absorbed into a central pot. This provides an incentive for AMGs to primarily ensure events don't run at a loss but ideally make a profit so they can re-invest profit back into the discipline.

GOVERNANCE

a) How will the Board be structured?

The structure of new Board will focus less on representation, and instead on each director having a specific remit. It is proposed the director positions on the new Board will be as follows:

- Chair
- Sport Vice Chair
- Business Vice Chair
- Finance & Fundraising
- Marketing & Communications
- Coaching & Officials
- Performance & Pathways
- four x Association Management Group Chairs (one from each discipline)

The Vice Chair shall be elected from the general membership of the body, the four Association Management Group Chairs can only be voted for by members from that particular Primary Discipline. The remaining six positions will be selected through an appointment process to ensure the Board is appointed based on skills and experience.

b) Who will be running the disciplines?

Each of the main disciplines will be managed by an Association Management Group. As defined previously, the remit of the Association Management Group includes, but is not limited to, competition calendars; the arrangement of championships; the allocation of profits made at Association Management Group run events; the management of trophies; consultation and adoption of technical rules concerning firearms, ammunition and clothing; the election of an AMG Chair and selection to represent Scotland at non-Commonwealth events.

c) How is this different from the current structure?

At present each of the four Association's, in addition to trying to achieve remit described above, is also having to meet governance requirements such as staying up to date with equality legislation, child protection practices, anti-doping requirements. In addition, all four Associations are required to administer and hold four AGMs at which four different boards are elected, many of which will include the same roles such as secretary, treasurer, chair, vice chair etc. This often means volunteers spend less time developing the sport and more time administering it which can leave volunteers demotivated, often demonstrated by the difficulty Associations often find in filling board positions.

Under the new structure there will be one centralised Board responsible for ensuring the governance is appropriate and the business is run effectively. This will free up the AMGs to focus on developing the sport. Administration support both for meetings and in administering entries for events etc. could be provided by paid members of staff rather than volunteers. Finances will also be managed by a professional bookkeeper and therefore budgets can monitored and invoices/expenses responded to and paid quickly and efficiently.

PARTNERSHIPS

a) Who has been consulted about this?

The decision to move in this direction has come from within Scottish Target Shooting and its four member Associations. As such, the four Associations have been key partners in helping to develop the proposal and at present, the plans are focused on this group. However, the structure has been designed to ensure it can expand to accommodate other types of shooting at a later date if there is a desire to diversify within the existing membership or STS is approached by another shooting body and there is a desire and solid business and/or sports development case for both parties to proceed in this manner.

Where possible, key partners have also been kept informed to ensure strong relations are maintained. As the national agency for sport in Scotland and key funder of STS, sportscotland has been kept informed of the process. Every effort has also been made to ensure the NRA, NSRA, CPSA and British Shooting have all been kept informed and have had a chance to question and input into the process. We are also in discussions with these bodies to determine the possibility of sharing services and tapping into member benefits.

TIMESCALES

a) When is all this going to happen?

At present STS is in the process of finalising the final but most crucial elements of the proposal, including member benefits and what services the new body will be able to access from partner agencies such as the NRA, NSRA, CPSA and British Shooting.

Presentations on this proposal will be made at the AGMs of each of the four Associations to raise awareness and consult on current plans. Following this feedback will be presented to the FPG and final plans will be drawn up. Plans will be accompanied by a transfer plan which will be tailored for each Association due to the different governance structure and legal responsibilities of each Association. This document will outline the minimum statutory timescales and procedures for moving ahead but will also provide options for getting involved at a slower or faster pace.

It is anticipated that these plans will be ready for the summer of 2015. Each Association will have different timescales for making a decision but even if an agreement is made in the summer of 2015 to proceed with the plans, the proposal suggests that each Association will continue to exist until at least 2016 to enable existing memberships to run their full course until 31st December 2015 and for the renewal process to be picked up by STS with memberships starting no earlier than 1st January 2016.

b) Does it require all four Associations to be involved for the plans to go ahead?

The proposal has been developed in consultation with all four Associations to ensure all have had a chance to contribute to developing the proposal and discussions have been open and transparent. The most desired outcome is to develop a plan that is appealing to all Associations and that all wish and vote to engage with.

However, it is recognised that the final decision on whether each Association decides to proceed with the plans will rest with the membership of the Associations. The management structure and financial model have been designed to enable the plans to proceed without all four Associations being involved, either for choosing to transfer at a later date or because the Association has no desire to engage with the new body ad infinitum. Therefore, the plans do not require all four Associations to be involved in order to proceed, although involvement from all four Associations would be the most desirable outcome.

c) What will happen to the identity, merchandise and web site of the Associations?

Although firm plans have not yet been put down on paper, consideration has of course been given to ensure the heritage of the four Associations is not lost. Suggestions for doing this under the new structure include holding annual awards dinners, recognising and rewarding contributions made members of the Associations, naming discipline events after the old Associations, compiling heritage pages on the STS website. Discussions will need to take place on what is to be required but it is proposed the STS website will be reworked with a section for each discipline, rather than each discipline having its own website. Each discipline can identify ways to generate revenue to support its work and merchandise can continue to be one of these avenues. There would be no reason to stop 'discipline specific' merchandise – existing merchandise would not become immediately redundant but a gradual change is envisaged to the discipline sub brands to ensure STS merchandise has a degree of consistency regardless of the discipline.

d) How can I influence this process and have my say?

As stated, presentations will be made at or around each of the four AGM's and feedback from members at these events will be encouraged to help guide and enable the plans to be adapted.

Following this consultation, the FPG will finalise its proposal and present this to each Association to consider. The proposal will be accompanied by a separate transfer plan outlining options for getting involved with the new body and the necessary timescales and steps required for this to happen. The transfer plan will obviously be a second consideration depending on the level of support for the proposal.

Once the plan has been finalised and before any amalgamation or merger can take place, each Association will present the final proposal to its membership to determine whether it wishes to engage with the new process. Every member of the four Associations will therefore have a say on whether they support the proposal.

Finally, not everybody will be supportive or wish to be a member of the new body – we have recognised this and it is perfectly acceptable. Of the Associations choosing to move ahead with the proposal, members of that body will be encouraged to join the new body but it will not be automatic or compulsory. Therefore, those not wishing to join will not be compelled to do so. Equally, members of the public who currently aren't members of the four Associations are equally welcome to join as prior membership of the four Associations is not a membership requirement of the new body.