

Memo

To: Member Body Key Contacts

Audience: Member Body Boards/Executives, State Association Boards/Executives, Club Boards/Executives, Individual Members

From: The Board of Shooting Australia

Damien Marangon, Chief Executive Officer

Date: 10th October 2016

Whole of Sport Governance Review

This memo is on behalf of the Board of Shooting Australia (SA) to provide you with information in relation to the Whole of Sport Governance Review that has been undertaken.

SA with the assistance of the Australian Sports Commission (ASC) and in collaboration with our Member Bodies (MB) chose to proactively launch this significant piece of work. This review was designed acknowledging our multifaceted structure to provide a critical platform to improve the efficiency and effectiveness of our sport.

It is timely and appropriate to revisit the rationale for undertaking this project in addition to reflecting on the Review's Guiding Principles:

- 1) A Strategic Approach - For the betterment of the sport long-term;
- 2) Unity - That we genuinely believe we are stronger together;
- 3) Alignment - Creating alignment and working together opens a genuine pathway through our sport;
- 4) Legitimacy – Our involvement in the Olympic and Commonwealth Games provides us a strategic and legitimate genuine reason for firearms ownership not shared by other groups

- 5) Sustainability – The risks facing our sport are real and are supported by our numbers, demographics, position and issues facing Clubs and States and their members and facilities

It is important to note that we are not currently in a crisis. Yet the future of our sport is not in silos. We are viewed as one sport by both participants and stakeholders. As those charged with leading our sport, we are responsible for ensuring we are as efficient, effective and well prepared for future growth and long term sustainability as possible.

At the beginning of August 2015 we wrote to our Member Bodies detailing the framework for this review and why it needed to be undertaken (copy attached). We then engaged Member Body Boards and Executives through face to face workshops to work through the details and confirm the Terms of Reference (TOR) (copy attached). As a result of these consultations we called for Expressions of Interest to form the Steering Committee in November. This Committee was made up of two representatives from the Australian Sports Commission, 1 Executive Officer from a Member Body, 1 President from a Member Body and the CEO of Shooting Australia. This Steering Committee then refined the scope, set the details to go to tender and selected the independent organisation in December to conduct the review.

Suiko Consultancy was appointed and then went about independently conducting the review in line with the TOR. This process took many months and was begun with a full document audit of SA and MBs and involved feedback from more than 300 individuals from every discipline across every State and Territory. The Whole of Sport Governance Review Report is attached for your consideration.

In addition to this Whole of Sport Governance Review, Shooting Australia then also asked Suiko to conduct a participation survey, to close the loop on some unanswered questions from the Governance Review work they completed. This was finalised in September and is also attached for your consideration.

With the Independent Report completed, it is now time for our sport to consider the findings, discuss the opportunities and together determine the way forward. SA is therefore seeking your input, feedback and involvement. We are absolutely committed to shaping the future of our sport together. The first step in this process is an online survey which SA has set up for any individual to provide feedback on the report. The link to this survey is

www.surveymonkey.com/r/H67SFMX and this and the full review documents will be made available on the SA website in the near future. In the first instance we are making this all available to you, for you to distribute to your key stakeholders and members as you see fit.

Secondly, SA will be hosting a workshop on the weekend of the 12th and 13th of November 2016 in Brisbane. In order to make this workshop beneficial we will be inviting two representatives from each of our Member Bodies (President and Executive Officer or their delegate) and the President of each State and Territory Association. Further details on this will be sent to Member Bodies in the next few days for them to distribute as appropriate.

It is important to finish by highlighting that the documents you will now read are the views of individuals from all through our sport brought together by an independent consultant, and the recommendations are as proposed by the independent consultant.

It is now our turn to open our minds and then come together constructively to determine what is the best way forward for our sport. The Board of Shooting Australia has not formed a view on this independent work and is looking forward to your input and collaboration so that we can choose the right path for our sport to flourish and grow well into the future.

Yours sincerely,



Cath Fettel
President
Shooting Australia



Damien Marangon
Chief Executive Officer
Shooting Australia

Memo

To: Member Body Key Contacts

Audience: Member Body Boards and Executives

From: Damien Marangon

Date: 5th Aug 2015

Governance Review

Shooting Australia is committed to best practice governance and ensuring that we continue to strive for excellence in the delivery of our business. As a result you would be aware of significant recent governance reforms including a Board review, improvements to financial reporting and disclosure, full policy review and the amendment of our constitution to address Board tenure, staggered rotations and the appointment of independent Directors.

This focus on continuous improvement has ensured that Shooting Australia is progressing in line with the best practice governance principles released by the Australian Sports Commission (ASC). Specific principles have been highlighted as fundamental for ongoing success and sustainability and are detailed in the Mandatory Sports Governance Principles (MSGP) which all National Sporting Organisations are benchmarked against.

As a foundation sport funded through *Australia's Winning Edge* (The AIS High Performance Approach), Shooting Australia is now expected to adopt and implement the MSGP. To assist us to address these, we in partnership with the ASC will be undertaking a Governance Review. This review includes not only how Shooting Australia is governed, but more importantly how we interact and work with Member Bodies, how you are governed and collectively how we lead, progress and grow our sport. The MSGP now make it clear that in a structure like ours, it is imperative that all of the key stakeholders are aligned in purpose, strategy and delivery as well as being governed in a modern and contemporary governance framework.

This review is being driven by Shooting Australia, in partnership with the ASC and we want to ensure that all of the Member Bodies are actively engaged in this process. We see this as a pro-active way for all of us to continue to progress our sport and to adopt a continual improvement approach. We all understand the potential of our sport and this independent review and analysis into shooting is a great opportunity to enhance the governance and alignment of shooting in Australia, which is ultimately required to underpin our collective success. It is also seen that this review will assist Member Bodies with areas of governance that you would like to, or need to address.

Attached is a draft Terms of Reference that has been developed by Shooting Australia in consultation with the ASC. There are two key documents attached to the Terms of Reference; Australia's Winning Edge and the Mandatory Sports Governance Principles, which I encourage you to read.

As part of ensuring that this review is collaborative, but also meaningful for all of our organisations we would welcome the opportunity to discuss this review and the terms of reference with you and your Boards and Executives. A representative from the ASC and I will make ourselves available to attend such an opportunity over the coming months.

This review is a significant opportunity for our sport and another example that the sport of shooting is a progressive and dynamic run sport capable of great things. If you would like any further information please do not hesitate to contact me. I will be in contact with all of the President's to discuss the best time for us to meet.

Yours sincerely,



Damien Marangon
Chief Executive Officer
Shooting Australia



TERMS OF REFERENCE

WHOLE OF SPORT GOVERNANCE REVIEW

Introduction:

Shooting Australia is the peak national sporting organisation for competition shooting in Australia, recognised by the Australian Sports Commission (ASC), Australian Olympic Committee, Australian Paralympic Committee, Australian Commonwealth Games Association and the International Shooting Sport Federation.

There are approximately 42,000 club Members in Australia who participate in the sport of Shooting and they belong to the Member Bodies of Shooting Australia which include:

- Australian Clay Target Association;
- Field and Game Federation of Australia;
- National Rifle Association of Australia;
- Pistol Australia; and
- Target Rifle Australia.

Associate member:

- o NSW Shooting Association.

Overview:

Shooting Australia has a unique and complex governance structure that exists of five Member Bodies, each National Sporting Organisations in their own right, affiliating to Shooting Australia. Beneath this layer of five Member Bodies exists five different structures involving State and Territory organisations, clubs and a myriad of different governance structures.

This review will provide a critical platform to ensure that this multifaceted structure is improved to operate as effectively and as efficiently as possible. This review will allow for the adoption of more modern governance structures and practices and allow for strategic and relationship improvements. This review will also allow for an important piece of work around continuous improvement and whole of sport alignment linking into the Shooting Australia Strategic Plan 2016-2020.

Shooting Australia has moved significantly to adopt and operate under the ⁱASC's Mandatory Sports Governance Principles (the Principles). There are however a few Principles relating to alignment that have not been addressed. This review will allow Shooting Australia and the Member Bodies to proactively address the remaining principles to position the sport for a successful future. This future will ensure an alignment with the high performance strategy of the ASC, ⁱⁱ'Australia's Winning Edge'.

It is critical for the success of Shooting Australia that the Member Bodies and their State Associations are also governed in the most effective and efficient way.

Scope:

1. Analyse the individual and collective governance structures across Shooting Australia, the Member Bodies (including Associate Member) and State Associations and the effectiveness and efficiency of the current model.
2. Analyse and identify how Shooting Australia can work with Member Bodies to achieve the Principles:
 - a) A single national entity for all forms of the sport – from juniors through to high performance – with horizontal integration of sport disciplines
The intention is to identify how the sport of target shooting in Australia can become a fully integrated sport, which can plan strategically for the benefit of the whole sport and operate with optimal efficiency with defined role clarity.
 - b) Where sports have a federated structure, all parts of the federation must demonstrate they are working in cohesion and adhere to a strategic direction set by the national entity to maximise the interests of the sport.
Given that Shooting Australia Member Bodies are national sports in their own right with state and territory based entities, the intention is to identify how Shooting can have a single strategic direction throughout the Shooting network.
 - c) Shooting Australia to report consolidated national financial accounts annually to the ASC in addition to national entity information
The intention is to discover how the sharing of financial information could lead to greater opportunity, particularly around operating efficiencies, but also in areas such as pathways, development and coaching. This sharing of information could also lead to the creation of systems and behaviours that will enable informed decision making for the progression of the sport of shooting in Australia.
3. Analyse and evaluate the whole of sport decision making process, including policy development, to identify duplication, gaps, friction and inefficiencies.

Deliverables:

An independent consultant will be engaged to deliver:

- a) A detailed review and assessment of the existing governance and structure of Shooting Australia, Member Bodies and State Associations in Australia;
- b) Identified barriers to meeting the identified Principles and detailed required changes to be implemented to become compliant with these Principles;
- c) An analysis of the key decision-making processes across Shooting Australia, the Member Bodies and the relative state bodies to determine deficiencies in the current process, including recommendations on any required changes that should be implemented to make decision making more efficient, transparent and effective.
- d) Recommendations for a comprehensive governance framework for the sport that is capable of addressing the needs of the affiliate organisations and stakeholders, including recommendations regarding adjustments to governance systems and/or integration of activities and operations;
- e) Documentation of strategies to implement the recommendations, inclusive of strategies to overcome potential concerns and/or barriers.

The Outcomes of the Review:

As a result of undertaking this review, it is intended that two outcomes will be reached:

1. The collective sports of Shooting across Australia will have a clear path to be aligned in purpose, strategy and delivery of the sport;
2. The sport of Shooting will become more effective and efficient through the development and implementation of a contemporary and appropriate governance structure.

The Review Steering Committee:

The Review Steering Committee will be appointed by Shooting Australia and will comprise four representatives and a secretariat. The representatives will include representatives from Shooting Australia, ASC and two Member Bodies.

The ASC will provide the secretariat for the Steering Committee.

The Steering Committee will be responsible for engaging a review consultant, as well as the coordination and distribution of all relevant information.

The Steering Committee will meet in person as required during the review process. If it is considered necessary, the Steering Committee will seek to invite individuals with specialist knowledge to attend its meetings and/or assist it in achieving its objectives.

The Steering Committee will ensure that this review is conducted within the framework as set out in the ASC's Mandatory Sports Governance Principles and its high performance strategy titled 'Australia's Winning Edge'.

Principle Tasks of the Steering Committee:

1. Oversight the governance, management and structural review of Shooting in Australia.
2. Provide direction to the consultants and the Secretariat;
3. Ensure that the best interests of Shooting are served;
4. Communicate with the Shooting community to ensure transparency and openness relating to the review.

Timeframe for Review:

Milestones	Outcome	Completion Timeframe
Stage 1	Shooting Australia Board to agree on the terms of reference and outcomes for the review.	July 2015
Stage 2	Engage member bodies	October 2015
Stage 3	Set up a steering committee comprising of Shooting Australia, ASC and two member body representatives.	November 2015
Stage 4	Appoint external consultant to undertake review project.	December 2015
Stage 5	Consultation process with key stakeholders.	March 2015
Stage 6	Consultant meets with steering committee to discuss findings.	April 2015
Stage 7	Consultant presents final report to steering committee with recommendations.	May 2015
Stage 8	Report presented to Shooting Australia Board. Report presented to Member Bodies and follow-up presentations are conducted.	June 2015
Stage 9	SA is responsible for implementation and assisting, where appropriate, Member Bodies in their implementation of required actions.	To be determined.

Review reference documents

ⁱ Australian Sports Commission – Mandatory Sports Governance Principles

ⁱⁱ Australian Sports Commission - Australia's Winning Edge. "our game plan for moving from world class to world best"



Shooting Australia

Whole-of-Sport Governance Review

28 April 2016

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1. OVERVIEW AND SUMMARY

The purpose of this review is to improve the governance structure of Shooting Australia for the long-term sustainability of the sport of Shooting throughout Australia. Strong governance underpins sustainability and success. An optimal governance framework will create efficiencies enabling Shooting to maximise the outputs from pressured resources for the benefit of members. Collaboration, unity and aggregation allows for the augmentation of growth and revenue generation. Resultant improved returns can be re-invested back into the Shooting community for the future development of the sport at all levels.

Governance of a sport cannot be viewed in isolation of the key components required to administer, promote and manage the sport, including participation programs, events, high performance plans and communication channels. Accordingly, this review was conducted under the following six pillars:

1. Governance
2. Participation and Development
3. Venues and Events
4. High Performance
5. Communications
6. Financials

Each of these pillars are discussed in detail throughout this Report. A full explanation of the methodology and approach undertaken throughout the review is outlined in [Annexure A \(Methodology and Approach\)](#). Over 300 people across all five shooting disciplines, each State and Territory, and at the national, state and club level provided input in some capacity thus providing a broad and balanced whole of sport perspective.

Shooting Australia has a particularly complex governance structure given its five Member Bodies are National Sporting Associations in their own right and with their own varying membership structures. SA also has a (non-voting) Associate Member in NSW Shooting. At the national and state level, the sport has 42,000 shooters governed by 43 separate legal entities, 365 directors and 125 committees. There are no centralised participation programs, coach and official education is ad hoc, around 330 events are staged each year, and high performance programs are split between SA and Member Bodies. All of this is managed by only 25 full time paid staff across the entire sport creating a significant reliance on a volunteer workforce. There is limited centralised knowledge around participation data and complex communication channels make meaningful engagement with the clubs and shooters difficult.

Not surprisingly, the single biggest issue facing Shooting in Australia is fragmentation. This is exacerbated by increased financial pressure from a stagnant registered participant base combined with an older demographic and overreliance on volunteers. The sport urgently needs to embrace and take advantage of technology and social media.

This is an opportune time for a review as the sport heads in to participation in the Olympic Games Rio 2016 and the hosting of a home Commonwealth Games Gold Coast 2018. The recent announcement of the 2016 Olympic shooting squad generated good media coverage and highlighted the diversity of the sport ranging from a 16 year-old female skeet shooter to a 54 year-old male smallbore rifle shooter. The sport has solid financial reserves and, with some willingness, has the capacity to improve the governance structure for the greater good of the whole of shooting.

There are many obvious and evident benefits of adopting a more whole of sport approach, including strategic alignment of priorities, improved expertise, economies of scale and resource sharing. There is power in numbers and the sport needs to advocate as one to respond to threats created by anti-social activities involving firearms, competitor sports shooting bodies and the closure of shooting ranges.

This Report makes a number of recommendations culminating in the development of an Optimal Governance Framework focussed on constructing strategic alignment and operating efficiencies to ensure best use of limited resources. All recommendations are cognisant of the specificities created by the different shooting disciplines. A sound financial base is important for the long-term sustainability and success of Shooting and recommendations are mindful of available resources.

Not all recommendations can be implemented immediately and need to be introduced in a phased and prioritised approach over the next four years. An implementation strategy has been designed to assist SA and Member Bodies to transition from current structures to best practice governance and administration.

In summary, Shooting in Australia needs to operate with unity of purpose to deliver better services and resources to clubs, achieve operating efficiencies and focus on diversifying revenue streams. This will ensure the long-term survival and sustainability of Shooting. Strong leadership is required from SA to promote an inclusive culture and to drive change at both the governance and operational levels in a transparent, consultative and accountable manner.



2. CURRENT SITUATIONAL ANALYSIS

This Section summarises the current structure of the sport of Shooting throughout Australia, including its strengths, weaknesses, opportunities and threats as identified by the key Member Bodies.

The current landscape of SA, Member Bodies and State Associations under each of the elements are comprehensively examined under the following Sections:

- Governance (Section 3)
- Participation and Development (Section 4)
- Venues and Events (Section 5)
- High Performance (Section 6)
- Communications (Section 7)
- Financials (Section 8)

2.1 National Shooting Structure

Australian International Shooting Limited ACN 115 431 868 trading as Shooting Australia (**SA**) was incorporated in 2005 largely to centralise the high performance function of all of the shooting disciplines and to provide the Australian Sports Commission (**ASC**), Australian Olympic Committee (**AOC**), Australian Paralympic Committee (**APC**) and the Australian Commonwealth Games Association (**ACGA**) with a single entity to deal with in relation to Shooting.

The five constitutional members of SA (**Member Bodies**) are National Sporting Associations in their own right and all of these have varying membership structures with states and territories (**State Associations**). SA also has a non-voting Associate Member in NSW Shooting Limited.

The five Member Bodies are:

- (a) Australian Clay Target Association Incorporated for clay target shooting, including trap, skeet and sporting disciplines (**ACTA**)
- (b) Sporting Clays Australia Incorporated¹ for sporting clays (**SCA**)
- (c) National Rifle Association of Australia Limited for fullbore rifle (**NRAA**)
- (d) Target Rifle Australia Limited for smallbore and air rifle (**TRA**)
- (e) Pistol Australia Incorporated for pistol (**PA**).

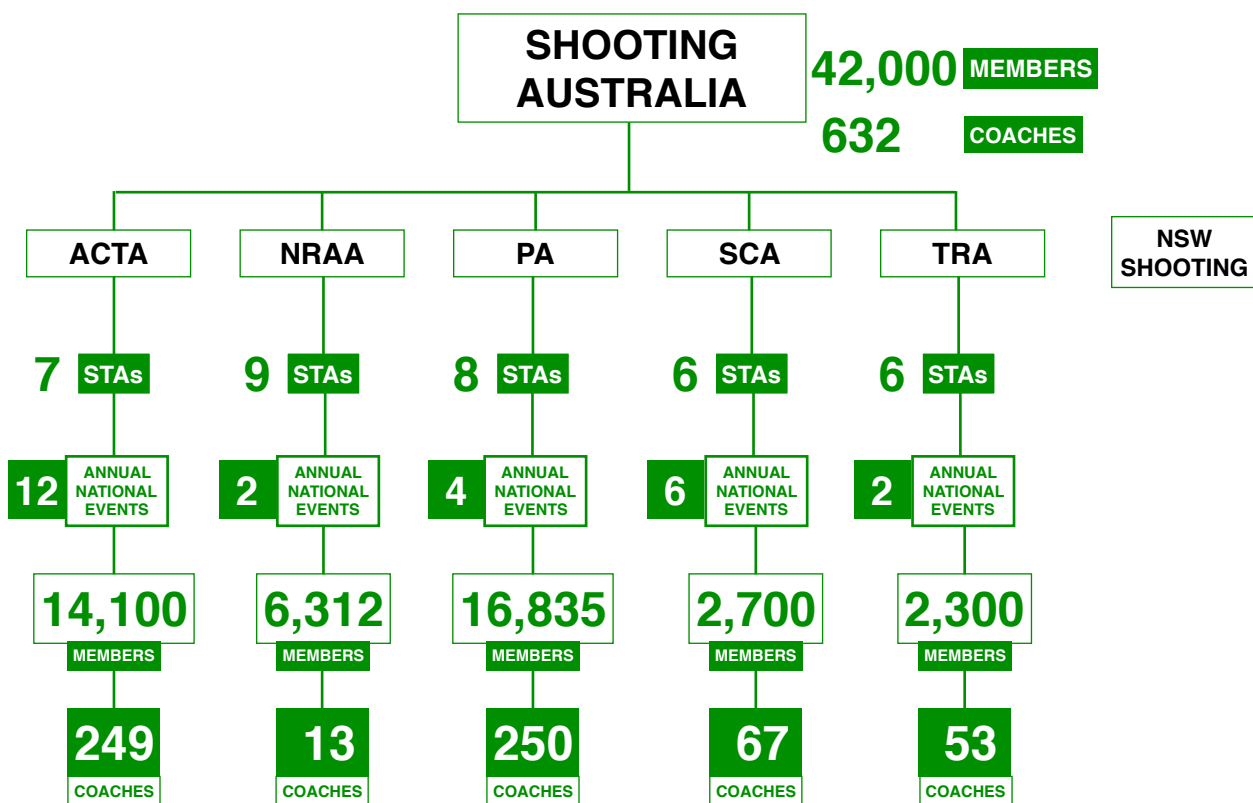
Although established for high performance objectives, SA has recently re-positioned itself for a broader role leading the sport. Under the **SA Strategic Plan 2016 – 2020**, SA's position is:

Shooting Australia is the peak body responsible for leading the growth, sustainability and success of target shooting sports in Australia.

The SA Business Model has four key components:

- (a) enable sustained high performance outcomes
- (b) achieve the highest standard of governance and administration across the whole of sport
- (c) promote target shooting sports
- (d) create financial security.

The current structure of shooting in Australia is best summarised by the table below:



¹ Change of name from Field & Game Federation of Australia Inc in late 2015.

Across all State Associations:

300 DIRECTORS
100 COMMITTEES
300 EVENTS
6 FULL TIME STAFF

Across all Member Bodies:

65 DIRECTORS
24 COMMITTEES
30 EVENTS
23 FULL TIME STAFF

2.2 SWOT Analysis

Member Body feedback in the form of the strengths and weakness of its discipline and the opportunities and threats of the sport as a whole is summarised in the table below:

STRENGTH	WEAKNESSES
○ Heritage ○ Sport for all ages ○ Sport for all abilities ○ Pathway to Olympic, Commonwealth and Paralympic events ○ High profile athletes ○ Solid financial position	○ Fragmentation of structure ○ Limited collaboration between disciplines ○ Insufficient resources ○ Lack of expertise ○ User pays at every level ○ Image and public perception of sport ○ Ageing of management, officials and coaches at all levels ○ Overreliance on small pool of volunteers ○ No marketing resources
OPPORTUNITIES	THREATS
○ Junior participation ○ Home Commonwealth Games 2018 ○ Improved efficiencies from whole of sport ○ Pooling of resources ○ USA and Middle East ○ Corporates	○ Negative media around firearms ○ Anti-social activities involving firearms ○ SSAA ○ Changes to gun ownership or licensing legislation ○ Gun laws are not uniform across States and Territories ○ Government closing or pushing ranges out of town

The recommendations throughout this Report will address improvements to overcome the identified weaknesses and to minimise the threats.

3. GOVERNANCE

This section summarises the current governance and organisational structure of SA, Member Bodies and State Associations from the membership base to the Board of Directors and Committees, to the staffing structure.

For completeness, it is noted that there are several other incorporated shooting entities that cover the same shooting disciplines as the Member Bodies. The most significant is the Sporting Shooters Association of Australia, which has a federated structure and reportedly 175,000 members and 400 clubs² (**SSAA**). SSAA describes itself as “the premier sports shooting body representing licensed owners in Australia.” It competes across with the board with SA and Member Bodies as it uses the same shooting ranges, stages national competitions, bids to host international events and even selects national teams. Indeed, many people interviewed during the consultation phase, were also members of SSAA.

3.1 Mandatory Sports Governance Principles

A key area of focus highlighted during the Australian Sports Commission’s (**ASC**) new High Performance Strategy³ was good governance. This was largely in recognition of National Sporting Organisations needing a greater level of professionalism and accountability in the management of public investment as well as raising the bar in performance. Good governance is a necessary condition for success. To this end, the ASC developed some best practice Mandatory Sports Governance Principles (**MSGP**).

SA has been pro-active in the area of governance, understanding the importance and relevance good structures play in the overall health and wellbeing of the sport. SA continues to work with the ASC. There are three key areas where SA is not in compliance with the MSGP:

- (a) MSGP 1 (Structure for sport):
 - A single national entity for all forms of the sport — from juniors through to high performance — with horizontal integration of sport disciplines (1.1)
 - Where sports have federated structure, all parts of the federation must demonstrate they are working in cohesion and adhere to a strategic direction set by the national entity to maximise the interests of the sport (1.2)
- (b) MSGP 3 (Sport transparency, reporting and integrity)
 - National Sporting Organisations must report consolidated national financial accounts annually to the ASC in addition to national entity information (3.2)

A significant impediment to being a single national entity is that SA does not have the ability to bind the Member Bodies through the Constitution. The objects for which SA was established are high performance focussed and include:⁴

- Management of competitions in Australia
- Selection of athletes in Approved Competitions
- Management of High Performance Programs

The Constitution as drafted does not allow for the revised strategic direction of SA around best practice governance, promotion of the sport nor financial security. In relation to Member Bodies, the Constitution provides only that SA will “support Members in the development of competition target shooting, including the training of coaches and officials.”⁵ There is no requirement on Member Bodies to comply with the SA Constitution nor any rules and regulations of SA.⁶ Member Bodies are not required to disclose participation data nor produce standardised financial reports.

Equally, no Member Body Constitution requires that Member Body to comply with any SA rules or regulations. **Indeed, three Member Bodies do not even mention SA in their Constitutions.** The referencing of SA in the Member Body Constitutions is minimal and summarised in the table below:

² See also <http://ssaa.org.au>.

³ Australia’s Winning Edge released in November 2012.

⁴ SA Constitution Article 2.2.

⁵ SA Constitution Article 2.2(i).

⁶ For a good example of members being bound, see ACTA Constitution Article 3.2 (Compliance of Member States) and 3.3 (Operation of Rules), Article 4 (Member State Constitution and Rules) and Article 21.2(b) (Powers of the Executive Committee).

ACTA	SCA	NRAA	TRA	PA
X affiliate and otherwise liaise with the peak national and international body or bodies, or other strategically aligned bodies, in the pursuit of these objects (2(g))	X	X	✓ secure and maintain affiliation with AI SL and other appropriate bodies (2.2(a)) manage Competitions conducted under auspices of ISSF and AI SL (2.2(f)(i))	✓ appoint a Delegate to AI SL (8(g))

The cohesive strategic direction requirement is discussed under Section 3.6 (Strategic Direction and Policy Development) and the financial reporting requirements with under Section 8 (Financials).

For completeness, it is noted that the Member Bodies do not comply with many important requirements of the MSGP. The key areas of non-compliance are summarised in the table below:

MSGP No.	MSGP Element	ACTA	SCA	NRAA	TRA	PA
1.3	Company Limited by Guarantee	X	X	✓	✓	X
2.1	Staggered rotation & max. term in office	X	X	X (except Treasurer 3 consec years)	✓ (4 consec)	X
2.2	Nominations Committee	X	X	X	X	X
2.3	Audit & Risk Committee	X	X	X	X	X
2.4	Chair elected by Board	✓	X	✓	X	X
2.5	External Board evaluation	X	X	X	X	X
2.7	Ability to appoint independent directors	X	X	X	✓ (but hasn't)	X
3.3	Strategic Plan WITH clear & Measurable targets	X	X	X	X	X

3.2 Membership Structure

The sport of Shooting is governed by **43 different legal entities**, all of which have differing structures, brands and names adding to the complexity and confusion.

The current governance structure is overly complex and unwieldy and does not enable leadership, focussed direction or growth, all of which underpin sustainability and success. This multi-layered governance structure also necessitates a significant number of people to administer the sport, almost all of which are volunteers. This compounds their effectiveness as it is a relatively small pool of volunteers who tend to be overworked and are not necessarily experts in their designated area.

This overall structure is summarised by the diagram below:



Within the Member Bodies, there are different membership structures ranging from six members (just the States) to nine members (being the States, both Territories and a separate entity for North Queensland). Within the Member Bodies, there are also different names at the State Association level. For example:

PA	SCA	TRA
ACT Pistol Assoc Pistol NT Pistol Shooting QLD NSW Amateur Pistol Assoc SA Revolver & Pistol Assoc	VIC Sporting Clays Assoc WA Field & Game Assoc	NSW Smallbore & Air Rifle Assoc QLD Target Sports Target Rifle VIC

The State Associations also have their own membership anomalies. For example, Queensland Target Sports Association has a Queensland only membership and so there are clubs with members who are not registered with TRA. Reportedly, some rifle clubs provide members with the option to register with a State Association or with SSAA.

The crux of any sport is the health of the clubs and their ability to provide an enjoyable experience to members. The Shooting membership structure prompts the query as to whether the division of Shooting into 36 separate State Associations who then maintain this crucial relationship with clubs is optimal. This is particularly important given that **one third of clubs shoot more than one discipline**.

For completeness, SA has a non-voting Associate Member in NSW Shooting Association Limited. NSW Shooting describes itself as the peak body for Shooting in New South Wales, but this view is not necessarily reflective of the views of Member Bodies or the State Associations based in NSW.⁷ There is no similar body for any other State or Territory. Limited information could be obtained from NSW Shooting throughout the consultation process and the website is significantly out of date with no

⁷ The NSW Shooting Executive Officer also manages Firearm Safety and Training Limited, which is a pre-qualification training course for new shooters in NSW and Queensland. This seems to be the key focus of the office and staff.

information posted after 2004. The organisation does not run any participation or development programs, events or competitions or high performance programs or camps. For all of these reasons, NSW Shooting was not considered under any governance or administrative analysis.

3.3 Boards and Committees

At the national level, there are currently **65 national directors** between SA and its Member Bodies with an additional **300 directors for the State Associations**. All of these are volunteer positions. This raises a number of issues, to be addressed in this Section:

- (a) conflicts of interest
- (b) independence of decision making
- (c) dependence on key individuals
- (d) expertise and skill set
- (e) overreliance on committees

TRA is the only Member Body that has the ability to appoint independent directors, ie appointed by the Board to fill any skill or diversity gaps rather than being elected through the membership. Even so, TRA Board has not exercised this right. The most common structure is representational boards as national directors are delegates of the State Association. The weakness of this approach is that national directors may make decisions on what is best for the State Association who appointed them to the national board rather the sporting discipline as a whole. The structure makes it more difficult to focus on the required skill sets necessary to lead the strategic direction and priorities for the organisation and on diversity (such as a balance of gender, age and ethnicity). It also increases time pressures on volunteer directors who are required to sit on club, state and national boards. The consultation process highlighted that often the same people sat on multiple boards and committees. There was no evidence of succession planning.

It is common for directors to be appointed to portfolios. However, the portfolio is not necessarily one in which the director is a subject matter expert. This is particularly true for participation, marketing and business development. Whilst this is certainly not a criticism of individual people, it is not an ideal structure for the administration and promotion of a sport for people with limited time and no specialised expertise in a portfolio to be responsible for delivering that portfolio.

Good governance requires Boards to be inclusive and diversified and comprised of directors with the requisite skills and experience to drive the strategic direction of the sport. **It is recommended that each Member Body Board undertakes an internal skills assessment to determine what gaps, if any, it has in key areas such as marketing and media, participation and commercial growth, business development and risk and legal.** The best manner to fill skill or diversity gaps is through the ability of the Board to appoint independent directors. This, however, requires constitutional changes for four of the five Member Bodies.

There are currently **24 national committees** and a further **100 committees throughout State Associations**, all of which are volunteer based. The national committees are summarised in the table below:

National Committees	SA	ACTA	SCA	NRAA	TRA	PA
Number	5	2	2	9	4	2

Names	Athletes Coaching High Performance Pathways Technical	Sport Progress Sport Development	Clay Targets Coaching	FTR TR Veterans High Performance Range Officer Match Rifle Planning Pathways Coaching	Coaching Competitions Development Technical	National Coaching Council National Referee Council
Suspended or Previous Committees		Before June 2015, had 7: - Coaching - Compliance & Governance - Championship - International Shooting - National Ground - Promotions - Rules			Suspended are: - Athletes - Finance - Public Affairs	

Committees can perform an important role where an organisation has either insufficient resources or limited expertise. However, Committees must fill these service level gaps and not aim to provide services or programs that are currently being performed, or would be more appropriately delivered, by full time staff. Management by Committee can create confusion from blurred lines of responsibility, an additional administrative layer, inefficiencies from duplication and delays the provision of those services through a convoluted approval process. **It is recommended that the purpose of each Committee be reviewed on the basis that a Committee must have a clearly defined role that fills a gap in either resources or expertise and it must be held accountable against its role and pre-defined targets.**

For example and from a SA perspective, a Coaching Committee and a Technical Committee would be desirable to manage these important areas across the large geographic area of Australia. However, it is recommended the need for a High Performance Committee and a Pathways Committee be reviewed as these could be managed by existing and expert staff, including the High Performance Manager and Pathways Co-ordinator.

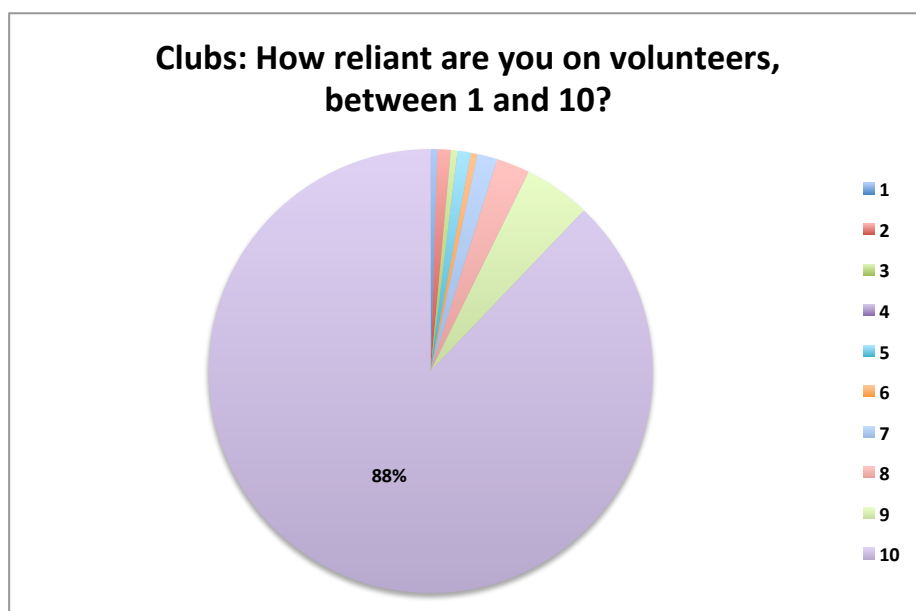
3.4 Administrative and Staffing Structure

Shooting's complex governance structure necessitates a significant number of people to administer the sport. The additional problem is that the vast majority are volunteers, and hence time poor and not necessarily experts in required skill areas.

Nationally across the sport there are **19 full time and 4 part time paid staff**. Excluding SA, this reduces to only 10 full time and 2 part time paid staff. Indeed, both SCA and TRA have no paid staff at all. The paid staff in bodies like NRAA, are also focussed on the sale of ammunition rather than administration of their sport. **At the State level, there are only 6 full time paid staff**. Whilst people working in the sport are very good at the shooting aspects of the sport, there is more limited expertise on the business and management of the sport.

Stakeholders were asked to assess their reliance on volunteers on a scale of 1 to 10, with 1 being not reliant, and 10 being very reliant.

- Member Bodies rated 8.8⁸
- State Associated rated 9.75
- 88% of Clubs rated 10



There are three predominant issues with the current administrative structure.

- Overreliance on volunteers is not optimal as this creates issues of timeliness of responses, expertise and capacity
- The staffing structure is heavily weighted towards sports administration. There are no participation or development staff and no commercial or marketing expertise, which adversely affects the sport's ability to be sustainable.
- Given there are limited resources, neither Member Bodies nor State Associations have the capacity or capability to provide a value proposition to and develop critical skills at club level. If the performance of each clubs improves, the performance of the sport improves. This is discussed further under Section 4.5 (Club Capacity).

3.5 Strategic Direction and Policy Development

There is no unified or aligned strategic direction in Shooting. SA and the Member Bodies all have their own Strategic Plans, which cover different timeframes and different objectives and priorities.

	SA	ACTA	SCA	NRAA	TRA	PA
Strategic Plan	2016 – 2020	expired 2015	X	2014 - 2020 (still only draft)	2011 – 2016	2010 – 2015 (on hold)
Alignment with SA Strategic Plan	N/A	X	X	X	X	X

⁸ Largely because NRAA have less of reliance on volunteers as they pay range officials at events.

No Strategic Plan or any documentation within the entire sport sets pre-defined or measureable targets. Targets or KPIs are very important to create responsibility and accountability and to enable the on-going review and assessment of priorities and initiatives. This drives continuous improvement.

There is no unified or centralised approach to the development of national sports policies.

	ACTA	SCA	NRAA	TRA	PA
Expressly adopts SA national policies	X	X	X	X	X
MB National Policies	MPP & Social Media	Conduct	Conduct & Ethics	X	MPP & Conduct

With limited financial and human resources, Member Bodies should collaborate with SA and take advantage of the means, resources and expertise it can provide. In particular, there is a role for SA to play in the centralised development of best practice sports policies for the adoption of Member Bodies for application through to State Associations. This ensures operating efficiencies, observance of ASC and funding requirements and legislative and legal compliance.

Some of those national sports policies could include:

- Member Protection Policy
- Match Fixing Policy
- Anti-Doping Policy
- Code of Conduct
- Disciplinary Regulations
- Various Policies, such as Risk Management Policy, Heat Policy, Range and/or Firearm Safety, and workplace health and safety
- Minimum Standards, such as around competitions and range

SA could also develop some best practice corporate policies focussed on:

- financial management (eg purchasing authority, expense reimbursement and private vehicle usage)
- office management (eg visitor identification, office equipment and stationery, and recycling)
- human resources (eg salary packaging, leave entitlements, recruitment and induction)
- IT (eg laptop and mobile usage, data backup and remote access).

It is recommended that SA take the lead in the development of key national sports and corporate policies to allow for best practice operations, legal and regulatory compliance and risk management.

Strategic alignment in priorities and operations would also empower SA to take an increased role in advocacy and government relations, especially around firearms legislation, range closures and other areas of concern to the Shooting community.

4. PARTICIPATION AND DEVELOPMENT

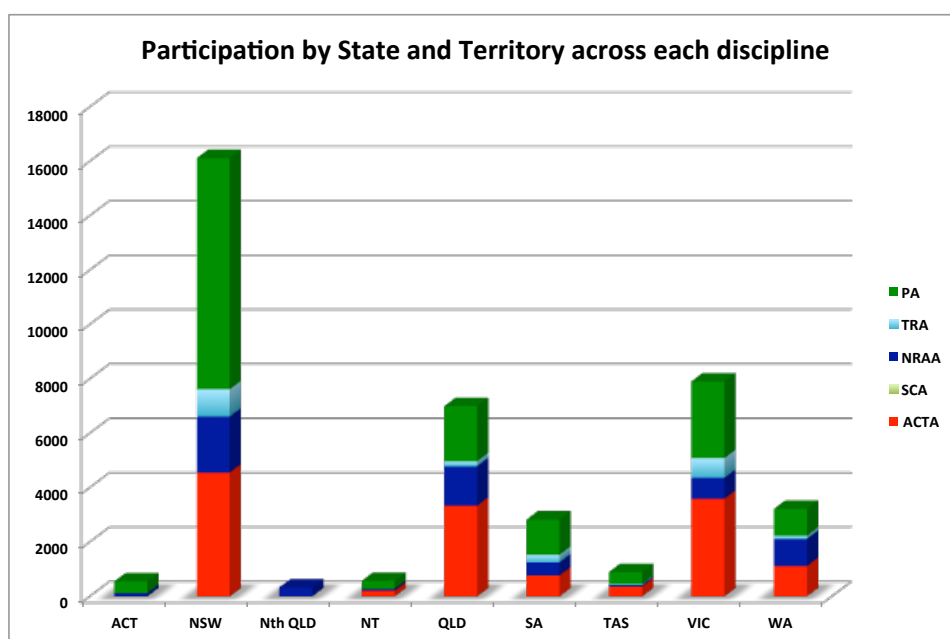
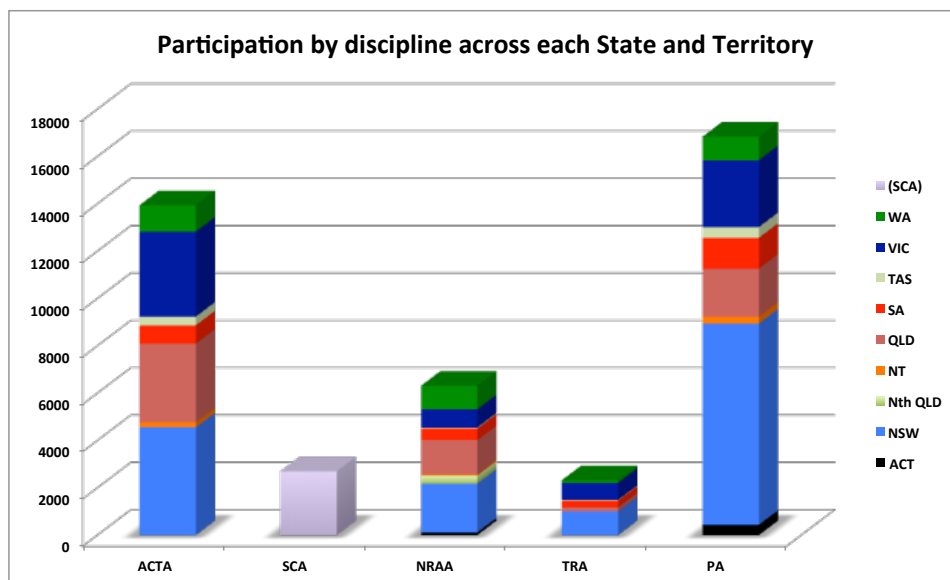
The fulcrum for any sport lies in the strength of its participation base and grassroots community. **A robust participation base is essential for the long-term sustainability of a sport.** The grassroots community is vital as it provides entrants to prize meetings and competitions, talent for high performance teams and fans for the sport. A strong participation base should lead to better quality athletes and coaches, creating the best possible environment for national team success. In turn, the success of national athletes on the world stage drives awareness of the sport and the impetus for the growth of the grassroots base.

This Section provides an overview of participation trends, recommends the development of a national participation plan and the engagement of specialist Development Officers to drive participation growth against that plan.

The 42,000-strong participation base is divided across the five Member Bodies as follows:

	ACTA	SCA ⁹	NRAA	TRA	PA
Registered Shooters	14,100	2,700	6,312	2,300	16,835

That participation base is broken down by discipline and across the States and Territories below. PA and ACTA are substantially larger than the three other Member Bodies and New South Wales is the predominant support base.



4.1 Data Collection

SA (and Member Bodies) cannot effectively administer shooting across Australia if they do not have access to all relevant data concerning the administration and operation of Shooting, especially the number of competitions (and number of clubs, teams and participants within those competitions) and the breakdown of participants (including age, gender, coaches and referees) and attendees at coaching and officiating courses.

⁹ Breakdown information as not provided by SCA and so is not included in the graphs.

Currently, some membership data is still being processed manually via paper forms. **This is time consuming, costly, allows for a greater margin for error and is out of step with most sports.**

	ACTA	SCA	NRAA	TRA	PA
National online database	✓ two systems	✓ new	✗	✗	✗
Mandatory emails	✓	✓	✗	✗	✗

It is vital that SA has full access to all information and data on participants within Australia, including numbers of shooters, coaches and officials across disciplines and across States and Territories, number of competitions, clubs and age and gender breakdowns within all of this. Current best practice in sports governance dictates the need for an online registration system. That online registration system allows users to:

- Store and maintain all member details
- Categorise members
- Generate emails
- Facilitate member log in (and members can update their own details)
- Set permissions at all levels, eg Club, State Association, Member Body, SA

Through the use of an online system, member contact details can be recorded and each new shooter could be contacted via an automated mail system, reducing costs and providing an opportunity for SA to communicate directly with stakeholders. In this way, there is less reliance on administrators at the Member Body and State Association level to disseminate information to Clubs.

For the first time, SA would be in a position to analyse the data. Shooting will better understand its business and products, including how, where and when Shooting is administered across Australia and be able to identify any resource, infrastructure or additional requirements. This assists in obtaining government grants and corporate support.

The advantages to Shooting of a centralised online registration database include:

- **Analysis.** Data can be analysed for trends (such as, for example, club numbers are dropping in SA and female numbers are increasing in WA)
- **Issues & Opportunities.** Issues can be identified early and steps taken to minimise or rectify them. Similarly, any strategies or programs showing positive trends could be replicated in other disciplines or other States and Territories
- **Operations.** Competitions would be better administered with knowledge of current numbers (and trends) of clubs and shooters as well as coaches, range and technical officials and volunteer support
- **Value add.** Full access to data can also enable SA to provide greater value to participants and to ease the burden on volunteers, making shooting a more enjoyable experience for everyone
- **Capitation Fee.** Enable the tracking and timely payment of capitation fees
- **Reporting.** The ability to easily generate reports on specific items of interest, such as age groups, gender splits and fees received
- **High Performance.** The data would allow SA to track elite players and coaches
- **Infrastructure.** Data can provide SA with the valuable information on current and impending requirements for ranges and other infrastructure requirements
- **Government grants.** Special purpose grants can be better identified if SA has full

knowledge of operations and administration

- **Commercial.** In order to commercialise shooting as a whole, SA needs access to data and the ability to communicate directly with the grassroots

Given the heavy reliance on volunteers in the management of the sport throughout Australia, adopting an online system would reduce the administrative burden placed on these office bearers. Clubs could also manage their own membership data, making it easier to capture new members and keep information current and correct.

It is recommended that SA and Member Bodies investigate the feasibility of a whole of sport online registration database for shooters, coaches, officials and key volunteer positions.

CASE STUDY: MYFOOTBALL CLUB

<http://www.myfootballclub.com.au>

MyFootball Club is Football Federation Australia's online registration system for players, coaches, match officials and volunteers. It provides free online administration tools for clubs, such as the competition management system and a template website for clubs. There are four registration protocols for players, coaches, referees and volunteers (from competition administrators through to parents assisting at children's clubs):



The top five stated benefits of the online registration database are as follows:

1. All football associations are on the one system, therefore making processes simpler (ie clearances from interstate)
2. Membership: reducing double handling and the time of administrators and volunteers
3. Website: easy to use functionality for clubs (also free of charge)
4. Competition Management System: scores can be uploaded to the website following completion of a match
5. Ability to record results against a member record, therefore creating a history of each registered member

4.2 Participation and Development Programs

A robust participation base is essential for the long-term sustainability of Shooting. Member Bodies are responsible for participation and development strategies and programs for their respective shooting disciplines. Feedback from key stakeholders shows that the **registered participation base has not increased**.

There are four key factors surrounding participation that impact sustainability and growth:

- (a) There is no data collection and hence no knowledge on whether shooters are new to the sport, how long they have been members or whether they have left the sport
- (b) Not one Member Body manages a centralised participation program to recruit or retain members

- (c) Not one Member Body has any paid staff responsible for the grassroots community and participation programs
- (d) Not one Member Body has any KPIs (and hence accountability) in terms of growth targets.

To address this, **it is recommended that SA develop a whole of sport National Participation Plan to meaningfully engage with the grassroots community and to create lifelong fans for Shooting.**

That National Participation Plan needs to address:

- Recruitment strategies aimed at attracting a new audience for the sport, including modified programs tailored to juniors,¹⁰ social shooters, corporates and other special interest groups
- Retention strategies aimed at maximising the experience of members at clubs, including through good coaching and facilities
- Conversion strategies aimed at unaffiliated participant shooters or those that are members of other sports shooting associations, such as SSAA
- Integration between the grassroots community, competitions and national teams in terms of representative and competition pathways
- Branding to market, promote and sell the participation programs
- Leverage the anticipated success of national athletes at Olympic Games Rio 2016 through to a home Commonwealth Games Gold Coast 2018
- Capacity, resources, venues and budget to deliver the programs

SSAA has more than four times the members as Shooting Australia. **It is recommended that customer research be undertaken to ascertain why shooters join SSAA or are members of a club within Shooting Australia and with SSAA.** The reasoning provided during consultation focussed on insurance.

The renewed participation focus would be greater than seeking additional formal, registered members. The biggest commercial growth opportunity is more likely to reside in the 'social' shooter and hence school, university, and community groups and corporates. The revenue generated from these activities can be reinvested back into the club and members.

Many sports have an overreliance on ASC funding and capitation fees with minimal corporate revenue. Once Shooting has improved governance structures in place, a documented National Participation Plan and an ability to connect directly with participants (and collect data), attention can then turn to commercial exploitation.¹¹ Shooting needs to position itself as a marketable proposition to create partnership opportunities. Commercial and marketing strategies will improve the reach, profile and presence of the sport making it more commercially attractive. A valuable, saleable product is at the heart of this.

There are many examples of current and previous national participation programs, including the following:



¹⁰ NRAA are developing a Junior Advisory Group (12 to 25 yo) to obtain the perspective of young shooters.

¹¹ See further under Section 8.3 (Future Commercial Opportunities).

Shooting does not have a single paid Development Officer within any Member Body.¹² This means there is no expertise solely focussed on the generation of new participants and development of existing programs. The primary purpose of a Development Officer role would be to:

- implement whole of sport programs
- increase registered participation
- provide direct support to clubs, including business planning, recruitment/retention, funding, IT and volunteer strategies
- obtain feedback on issues, challenges and opportunities at club level
- manage and promote the delivery of coach education courses (Section 4.3 below) and officials accreditation (Section 4.4 below)

4.3 Coach Education

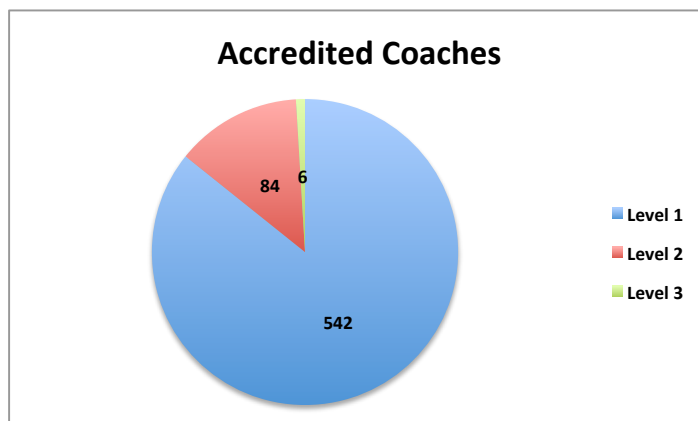
A whole of sport approach is taken for coach accreditation with SA managing the National Coach Accreditation Scheme (**NCAS**) on behalf of Member Bodies. Accreditation is valid for four years and there are three levels:

- Club (level 1)
- Competition (level 2)
- Advanced (level 3)¹³

There are 632 coaches across Australia. This is a relatively low number of coaches for 42,000 registered shooters, especially when Pistol coaches in New South Wales account for 125 Club coaches (about 20%). For example, there is 1 coach for every 485 fullbore rifle shooters.

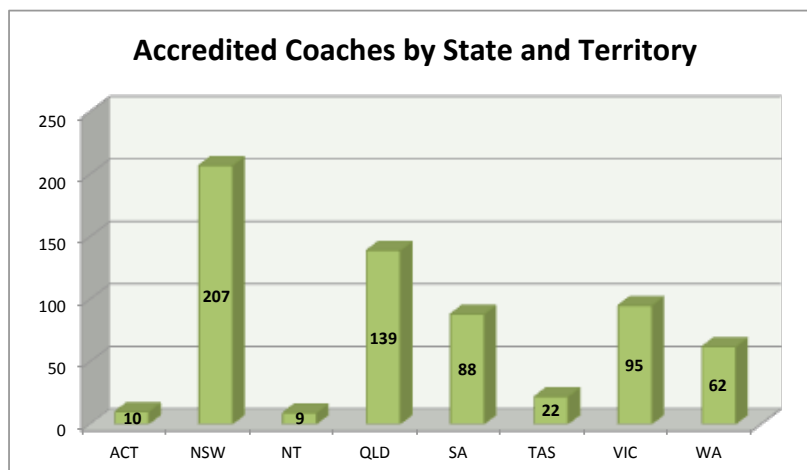
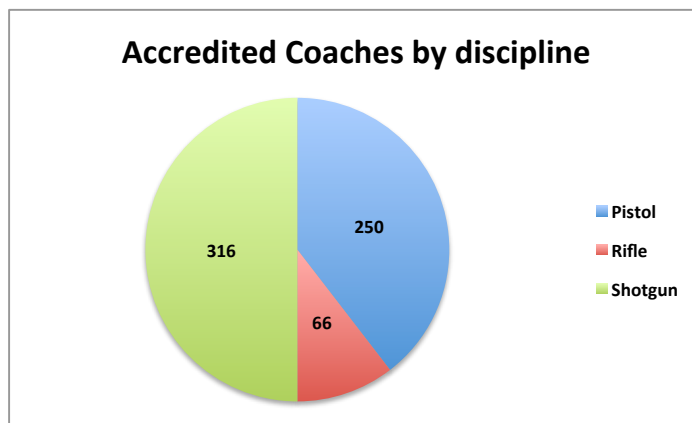
There is also a significant drop in the coach pathway with only 13% of coaches attaining level 2 accreditation and **1% attaining the highest level 3 accreditation.**

The current quantity of coaches is summarised below across levels, disciplines and States and Territories.



¹² TRA are developing a Position Description for a Development Officer, but this will be a volunteer position.

¹³ Advanced (Level 3) was recently approved by the ASC and communicated by SA in early March 2016. The numbers used here reflect the former level 3 of the Member Body disciplines.



As with participation, neither SA nor any Member Body sets any KPIs or targets around either the number or level of coaches or the number or location of courses to be delivered each year. The delivery of coach education courses is a significant issue because it is conducted on an ad hoc basis (and mainly by and through State Associations).

Shooting needs a prioritised focus on increasing the number of coaches throughout the country, helping to improve both standards of shooting and the club experience through the availability of qualified technical support.

If Shooting aims to increase participation, it will need to ensure there is a corresponding increase in the number of coaches to support those athletes. **It is recommended that SA develop, manage and drive a National Coach Education Plan to deliver courses in an organised and systematic manner throughout the country that are properly promoted and communicated.** That Plan could also address the need for coach mentoring and role models, ongoing coach evaluation and analysis and the improvement of course instructors and presenters.

If recommendations around an online registration system and Development Officers were adopted,¹⁴ a Development Officer could deliver coach education courses for level 1 within the clubs. Using an online system, SA would be able to send information directly to all relevant members to advise of upcoming coaching courses. The online system could also record qualifications to a member profile, which will assist the reaccreditation process and provide the ability to track the location of coaches across disciplines throughout the country.

4.4 Officials Accreditation

There is no whole of sport approach for officials accreditation and SA does not yet manage the National Officials Accreditation Scheme (**NOAS**) on behalf of Member Bodies. Each Member Body has their own

¹⁴ See Sections 4.1 and 4.2 above.

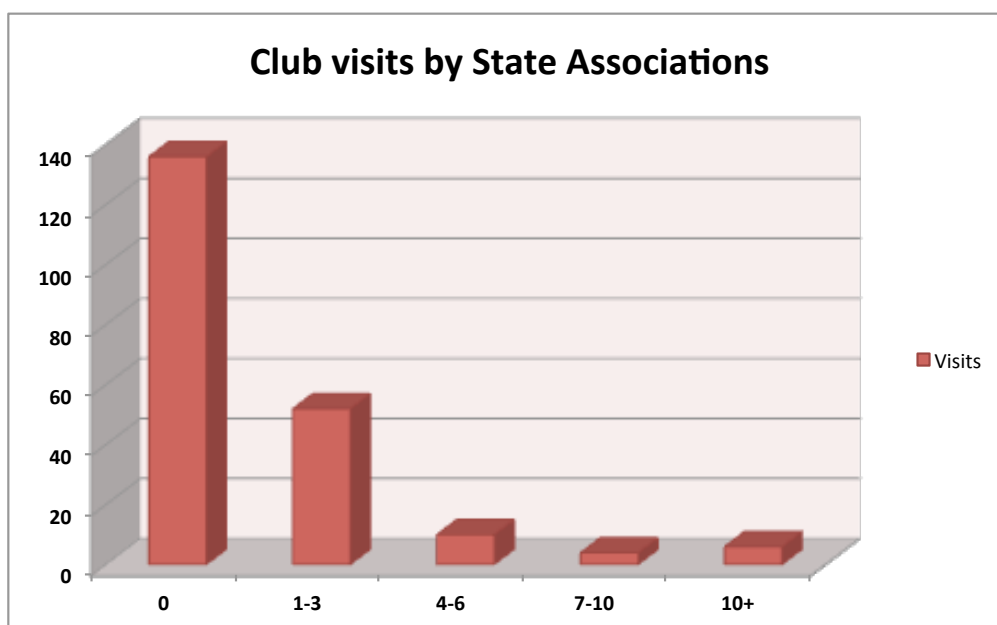
system for range officials, judges and other technical officials across various levels. As with coaching, neither SA nor any Member Body sets any KPIs or targets around either the quantity or quality of officials or the number of courses to be delivered each year. Courses are delivered mainly by State Associations on an ad hoc basis.

This is a situation where a national committee can provide valuable input. The SA Technical Committee should identify and appoint a Technical Delegate to each competition to manage the technical officials. **It is recommended that SA use the opportunity provided by the Commonwealth Games 2018 to upskill and identify new volunteers to become internationally qualified officials.**

4.5 Club Capacity

This Report has focussed on Shooting's reliance on a relatively small pool of ageing volunteers to administer the sport. This is compounded by Member Bodies and State Associations not having the capacity, capability or resources to provide assistance to club volunteers. It is very important that these volunteers are acknowledged and rewarded. **It is recommended that SA work with Member Bodies to develop a Volunteer Recognition Program, which covers volunteer recruitment, retention and recognition.**

Stakeholder feedback highlights that **2/3rd of clubs have never even been visited once by their State Associations.**



The relationship between Shooting governing bodies with the clubs is crucial to the long-term sustainability of Shooting. SA and Member Bodies (and their State Associations) need to work collaboratively with clubs to build capacity and critical skills, especially around marketing, participation and finances. **If the performance of clubs improve, then the performance of the sport as a whole improves.** For clubs, being able to engage, communicate and understand their members, is a first step to creating a welcoming and inclusive club environment.

5. VENUES AND EVENTS

This Section addresses the substantial number of national events hosted each year across the Shooting disciplines throughout Australia.

5.1 Range Access

Feedback from the consultation process suggests that there is an issue with the quantity of shooting ranges around Australia as well as access to those ranges. Given the relatively small number of ranges, there is competition for access to range time amongst all levels in the sport from clubs, State

Associations and Member Bodies as well as from other shooting bodies like SSAA. This needs to be managed from a whole of sport perspective.

Only one Member Body, ACTA, owns its shooting range and this is based in regional New South Wales in Wagga Wagga. One other Member Body has a long term lease and the balance hire ranges on an 'as needs' basis. There is also anecdotal evidence, that there is pressure from State Governments to close shooting ranges and especially those ranges centrally located.¹⁵

In general, the shooting community appears to be satisfied with range quality. The planned redevelopment of Belmont facilities for the Commonwealth Games 2018 Gold Coast will undoubtedly create a great legacy for shotgun, rifle and pistol disciplines. However, it will mean the site will have reduced access during this redevelopment phase.

5.2 National Event Calendar

Around 30 national competitions are hosted by SA and Member Bodies each year. There is no co-ordination between Member Bodies as to the timing or location of events. In addition, there are around 300 state competitions, sizeable club prize meetings and the national championships run by SSAA. A summary of the national event calendar for 2016 is attached as [Annexure D \(National Event Calendar 2016\)](#).

This large number of events has a number of implications:

- (a) Lack of co-ordination of event times and so overlap of events
- (b) Events have limited competitors (low of 50¹⁶)
- (c) Difficult for event organisers to generate revenue (or breakeven)
- (d) Expensive for the athlete competitors who pay entry fee and all travel costs
- (e) Difficult to attract spectators or corporate support

National events need to be scheduled to ensure a balanced event portfolio that supports the overall strategic direction of the sport. **It is preferable to host a fewer number of harder working events.** For example, Shooting cannot capitalise on shared costs and operating efficiencies if it hosts separate events for different disciplines at different times and places. This also makes it more difficult to aggregate and promote events and thus affects the ability to attract spectator and corporate support.

It is recommended that an internal review is undertaken of the National Events Calendar to consider the optimal overall number, timing and location of events, to prioritise event types and disciplines and to ensure events deliver desired outcomes in the best interest of developing shooting throughout Australia.

This could be achieved through a think-tank or workshop bringing together key stakeholders, including internal personnel and key representatives from Member Bodies, State Associations, clubs, independently run competitions, and coaches and shooters. The aim would be to determine and create the optimal event calendar and to ensure all interested parties are working together for the benefit of Shooting as a whole.

That national event review should include the following:

- events to be staged across all disciplines wherever possible (and subject to range sizes)
- the need for a premier domestic series. Consideration needs to be given as to whether SA needs to continue to manage an Australian Cup Series (10 to 12 events per year) in addition to the Member Body national events. It seems preferable for SA to move to a sanctioning role for national events that meet certain pre-defined criteria
- Creation of new events, such as Champion of Champions and National Grand Prix
- Ideal balance between participation, development, high performance and commercial objectives
- Improvement of spectator facilities

¹⁵ For example, NSW Rifle Association and its rifle range at Malabar has attracted recent media attention.

¹⁶ Consultation suggested that the number of entrants in competitions is declining

- Importance of events to the development of elite athletes as part of the High Performance Pathway (discussed further under Section 6).

5.3 Competition Management System

For completeness, it is noted that the burden on volunteers would be eased by the introduction of an online competition management system. This would ensure competition and results information can be posted directly and quickly onto a website. Whilst this is not an immediate priority, it could be consolidated within the online registration system discussed under Section 4.1 (Data Collection).

6. HIGH PERFORMANCE

This was not a high performance review of Shooting. The strengths and weaknesses of Shooting's governance and administrative structures were analysed as they relate to high performance, including strategic planning, resource management and performance monitoring. In order to develop the best shooters, there needs to be an integrated high performance framework, including a defined athlete pathway, high level competitions and qualified elite coaches to nurture talent.

This is no unified strategic direction for high performance in Shooting. There is actually a significant divide in shooting between the ISSF shotgun, rifle, and pistol events, which are funded by the ASC and managed by SA, and the other event disciplines funded and managed solely by Member Bodies. For example in ACTA, trap and skeet have Olympic events, but DTL and English Sporting do not. This is summarised in table below:

ACTA	SCA	NRAA	TRA	PA
Olympics Commonwealth Games	X	Commonwealth Games	Olympics Commonwealth Games	Olympics Commonwealth Games

SA undertook a high performance review in July 2013, which lead to the launch of "Aiming4Gold" later that year. The All of Sport Pathways was released in February 2015 and is attached as [Annexure E \(Athlete Pathway\)](#). SA adopts the AIS FTEM approach from Foundation to Mastery and has a High Performance Manager to manage the program and the four national coaches across the Olympic and Commonwealth Games and Para disciplines. This is a clearly defined pathway, which identifies the key components of Australia's Winning Edge, namely:

- Athletes pathway
- Coaches pathway
- Daily Training Environment requirements
- Competition Pathway, including National Championships, Australia Cup and World Championships
- Leadership (with Member Bodies responsible for Talent and SA responsible for Elite and Mastery)

At the Member Body level, there are a number of underpinning high performance programs:

ACTA	SCA	NRAA	TRA	PA
ACTA Academy	X (Note: do host camps for ladies and juniors)	X (Note: will engage part time HP Manager co-funded with SA)	National Development Squad Program	PA National Performance Squad

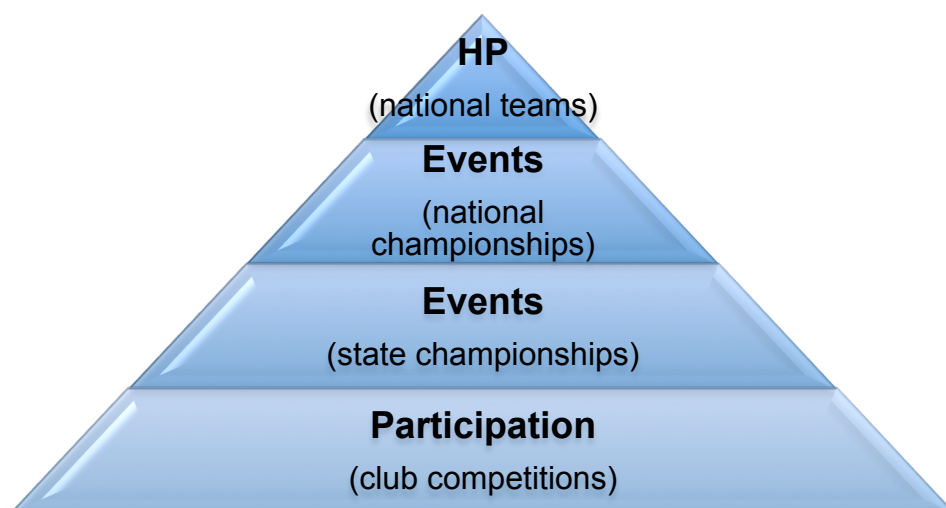
Only one Member Body, ACTA, has a full time National Coach. Almost all national team selections are results driven (first past the post) at National Championships or there is often a call for nominations to trial. There is limited proactive Talent ID across the sport. There is no consistency amongst, or co-

ordination between, Member Bodies. There is varied but limited integration between the Member Body underpinning programs and the SA Aiming4Gold Pathway.

The schism between SA and Member Bodies in the high performance space has the potential to derail the sport in the long term. This is because it affects all layers of sport,¹⁷ including:

- (a) Member Bodies run, promote and focus on their 'own' non-ISSF national competitions
- (b) Member Bodies promote their 'own' national teams and results
- (c) Clubs offer more non-ISSF disciplines as they are perceived as more fun or easier. If clubs do not have ISSF disciplines, there may be a smaller pool of talent available, possibly affecting high performance outcomes
- (d) Most clubs do not have ISSF facilities

There was frequent commentary that ISSF athletes were only a very small percentage of overall members and so did not warrant too much attention or too many resources. This attitude ignores the crucial integration between participation, competitions and high performance necessary for the long term sustainability of a sport. A strong participation base (across both ISSF and non-ISSF disciplines) will lead to more and better quality shooters competing in national competitions, creating the best possible environment for national team success. In turn, the success of national teams drives awareness of the sport and the impetus for the growth of the grassroots base. A gold medal at the upcoming Olympic Games Rio 2016 has the greatest potential for a positive impact on the whole of shooting.



It is recommended that SA and Member Bodies work towards alignment in pathways, talent identification and selection policies of ISSF and other shooting disciplines.

Clubs must be recognised as being an important part of the talented athlete pathway. SA's inability to communicate with State Associations and clubs is having an adverse impact on high performance and creating a disconnect between community and elite sport.

7. COMMUNICATIONS

Effective administration of a sport relies on the ability to communicate and engage at all levels from athletes to clubs and through to State Associations and Member Bodies. This Section focuses on the internal communication channels throughout Shooting in Australia. For completeness, it will also briefly address external communication through the marketing and positioning of shooting to the wider community, the role of printed magazines and social media platforms.

¹⁷ This area again highlights the need for an online registration system, thus enabling SA to have access to complete and accurate details around ISSF club and athlete numbers, competitions and facilities.

7.1 Internal Communications

The communication channel follows the same multi-tiered governance structure. This means that SA only communicates with the five Member Bodies and the Member Bodies communicate only with State Associations. **It is only the clubs that communicate directly with the shooters.**

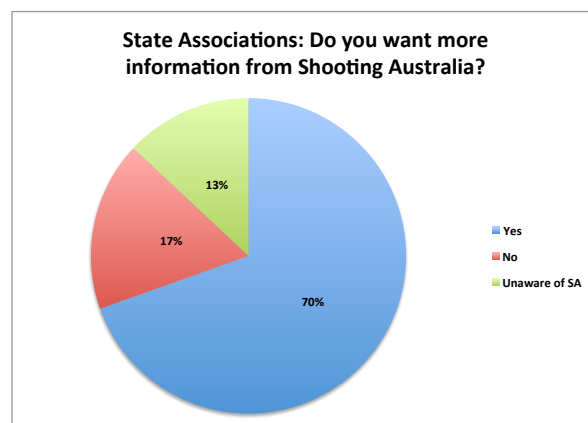


There are significant limitations with this communication structure, including:

- (a) delay or non delivery of communications
- (b) sanitisation of message if Member Body/State Association/Club does not agree with the content or purpose of that message
- (c) unwieldy structure and duplication of resources
- (d) stress on volunteers
- (e) limited access to participant data necessary to effectively govern and promote the sport

An issue may arise, especially if SA communication or message is not popular. Some Member Bodies may amend the SA message, not provide SA's reasoning and/or add their own commentary. This commentary has at times not been supportive of SA. For example, ACTA refused to distribute Feedback Forms and Surveys for this review unless the SA logo was removed from the form.

Survey results highlight that the **'end user' wants more information** from the governing bodies.¹⁸ Only 17% of State Associations indicated they did not want to receive information direct from SA and only 1% of Clubs indicated that it received "too much" information from State Associations.



¹⁸ More research is required on 'what' information SA should provide, but the relevant point is that most people want more information.

It is recommended that SA has more direct contact with clubs and shooters in relation to shooting news of interest to all stakeholders.

7.2 Marketing Strategy

Marketing of the sport is expressly outside the scope of this governance review. However, some commentary is made in this Section given the substantial feedback around lack of awareness and negative media impacting on the sport's ability to attract new membership.

Both Member Bodies¹⁹ and State Associations rated themselves as about a **5 out of 10 in terms of their ability to market and promote the sport**. Clubs ranked "lack of awareness" as the largest impediment to attracting new shooters. In addition, the most frequent response under the "other" category was negative media or bad press around shooting.

Across the five Member Bodies, there is no specialist marketing staff member, no marketing or communications plan and a very limited consolidated spend of less than \$30,000 per annum.

This means the greatest identified impediment to the growth of the sport is not being addressed with financial or human resources nor any unified or strategic direction. Marketing and communication is an area where SA needs to be empowered to take more leadership and to drive a whole of sport approach. This is entirely consistent with SA's strategic priorities.

SA has recently appointed a Marketing and Communication Manager.²⁰ **It is recommended that the SA Marketing and Communication Manager designs a whole of sport Marketing and Communication Strategy to improve the reach, profile and presence of Shooting.**

Wherever possible, SA should start to build capacity and critical marketing skills throughout State Associations and Clubs. To be effective, the allocation of an appropriate marketing budget is a must.

That whole of sport Marketing and Communication Strategy could address:

- **Objectives:** such as raise awareness of Shooting as a sport, change negative perceptions and improve the credibility as a sport
- **Positioning:** review the name of Australian International Shooting Limited and Shooting Australia to remove "International" and to more accurately reflect the sports or target component
- **Brand:** consistent branding and logos across all disciplines and states and territories
- **Uniqueness:** Shooting's points of difference, including sport for males and females of all ages and abilities with a defined pathway to Olympic and Commonwealth Games
- **Digital focus:** focus on a hard working digital strategy to engage and grow the digital audience
- **Content Generation:** generate regular and consistent communications across multiple platforms to keep Clubs and shooters informed and to promote a valuable product
- **Centralised Support:** provide centralised support to State Associations and Clubs, including through the development of template resources and an image and video library

¹⁹ Slightly skewed as both ACTA and PA rated themselves as 8 out of 10, which is high in the circumstances of no marketing resource, no marketing plan and very limited marketing spend.

²⁰ See further SA CEO Update dated 1 March 2016.

- **Ambassadors:** use of athletes as ambassadors, eg Olympic Gold medallist Michael Diamond has been to 6 Olympics and was chosen for his seventh in Rio 2016

The development of regular content and promotions for used by Clubs as well as templates and guidelines on promotions and marketing topics will further improve Clubs ability to communicate with their members. SA could provide valuable assistance to improve the capability of Clubs in this important area, including through free of charge access to video, imagery, statistics and interesting content and through educative workshops.

Across Australia, Shooting has experienced challenges in gaining coverage in the mainstream media, being unable to compete with the major sporting codes. Reportedly, attempts have been made to get column inches in the newspapers, but there has not been the capacity to dedicate sufficient resources for this purpose. The sport would benefit from a full time, dedicated **Media Manager**, to both raise awareness of the shooting disciplines and to counter negative media around firearms.

7.3 Brand and Positioning

Brand and positioning needs to be the focal point of the Marketing and Communications Strategy. Shooting is certainly not the only sport that incorporates several disciplines. For example, Equestrian, Gymnastics and Cycling each have four Olympic disciplines as well as other disciplines that differ significantly from each other:

- Equestrian Dressage, Eventing, Jumping and Para Equestrian
- Gymnastics Men's Artistic Gymnastics, Women's Artistic Gymnastics, Trampoline and Rhythmic Gymnastics
- Cycling BMX, Mountain Bike, Track and Road Cycling

However, despite this, the sports are promoted under consistent national and state branding This looks very clear and clean, especially when compared to the 43 logos comprising the shooting branding.





7.4 Social Media and Websites

The use of social media in Australia is widespread. With the increasing appetite for news to be immediate and instant, social media has become the primary source for breaking news, ahead of announcements made through traditional news channels. Social media platforms are a cost effective method of having meaningful interaction with current and potential participants.

Shooting as a sport currently has limited reach and an extremely small social media audience. The Member Bodies in total have **less than 2,000 Facebook likes and 120 Twitter followers**. A summary of the social media reach across the sport is summarised in the table below:²¹

	SA	ACTA	SCA	NRAA	TRA	PA
Websites	Shootingaustralia.org	claytarget.com.au	sportingclaysaustralia.com.au	ausrifleteams.com.au nraa.org.au letsgoshooting.com	tra.org	pistol.org.au
Facebook	5,191	884	X	X	908	199
Twitter	1,301	96	X	X	X	23

As discussed above, digital content in particular should play a critical role in the overall Marketing and Communications Strategy. Social media today is highly competitive as most brands are fighting for consumer attention on a daily basis. YouTube is one of the easiest places to lose a video if a solid strategy is not in place. A strategic framework is needed to maximise distribution, across both owned and earned platforms, and to drive and filter execution, keeping conversations focused on achieving whole of Shooting objectives. **Higher engagement in the digital space through a content driven and collaborative approach will provide more insight and knowledge about the Shooting audience, which could then be used to inform commercial strategies.**

A website is important for maintaining communications to members, and also within wider marketing strategies. Often the first place people go to source further information about an activity is via the website. Currently, the sport has **8 websites** at the national level all with varying degrees of sophistication, content and creative appeal. Numerous websites also means website traffic is dispersed.

It is recommended that there is one website that is viewed as the shopfront for Shooting in Australia and provides an easy to use platform for shooters of all disciplines to locate club and competition information, membership details and competition results.

A website is a key way to engage with visitors through social media links and providing regular news and stories. Content needs to be regularly updated to keep the website looking fresh. Greater website visitation also opens up opportunities to raise advertising revenue.

²¹ Current as at 9th March 2016.

CASE STUDY: BASKETBALL AUSTRALIA

<http://www.basketball.net.au>

The Basketball Australia website provides a one stop shop and provides links to all key stakeholders within Basketball, including:

- Member Associations (links to each of the eight State and Territory Associations)
- Find a Club facility
- Registration with AussieHoops, the national participation program
- Competitions at the national and state level
- Coach and referee education
- WNBL Clubs (links to each of the nine women's professional clubs)
- NBL Clubs (links to each of the eight men's professional clubs even though the league exists independently of Basketball Australia)
- National Teams (links to websites of Boomers, Opals, wheelchair and junior teams)
- General news and promotion of the game through BA TV
- Online shop

7.5 Member Magazines

Each Member Body produces a magazine for its members:

	ACTA	SCA	NRAA	TRA	PA
Member Magazine	✓	✓	✓	✓	✓
Regularity	Monthly	Quarterly	Quarterly	Quarterly	Bi-monthly
Format	Printed & Online	Printed & Online	Printed & Online	Online	Printed & Online (alternate)

The **total overall cost across the sport is over \$560,000** per annum. This does not include the significant staff resources to gather and generate content and to distribute to membership. The corresponding advertising revenue is extremely limited.

It is recommended that Member Bodies reduce in regularity and then cease production of member magazines for four key reasons:

- (a) substantial money lost on the production of the magazine
- (b) significant staffing resources are required to generate, collate regular content and distribute
- (c) the magazines are a 'nice to have' for existing registered shooters, but do not attract a new audience nor do they grow participation or revenue
- (d) investment and staffing resources could be reallocated to driving a more cost effective social media strategy.

It is recommended that the members' magazines be replaced by a cost effective and collaborative eNewsletter for all registered participants and any other interested parties. This would also assist in the generation of a database of Shooting friendly people.

8. FINANCIALS

Shooting needs to have a sound financial base for long-term stability and sustainability. This Section reviews the financial position of the sport²² and highlights the whole of sport benefits from resource sharing, aggregation and economies of scale.

²² Based on 2014 results for Member Bodies with 31 December year end and 2015 for those with 30 June year end.

In order to improve existing revenues, SA needs to grow participation (covered in Section 4), streamline events (covered in Section 5), embrace technology, including online systems and social media, revitalise marketing and improve communication (covered in Section 7). In the environment of pressurised resources, SA and Member Bodies need to work more collaboratively with each other and with State Associations to share resources, aggregate products and opportunities and to create economies of scale through bulk buying purchasing power.

8.1 Financial Position

It is difficult to accurately compare the financial positions of SA and the Member Bodies as there is no common chart of accounts, differing financial years and differing business models (with some Member Bodies selling shooting goods²³). It is readily apparent, however, that there are vast differences in size and scope with **total revenue ranging from less than \$350,000 per annum to over \$2 million per annum**.

ASC Mandatory Sports Governance Principles require SA to annually report consolidated national financial accounts. To do this, SA and Member Bodies each need to have the same financial year. This requires some discussion as the two biggest Member Bodies operate on a calendar year:

	SA	ACTA	SCA	NRAA	TRA	PISTOL
Financial Year End	30 June	31 Dec	30 June	30 June	31 Dec	31 Dec

In order to maximise cost sharing opportunities (discussed under Section 8.2), it would be preferable for SA and Member Bodies to adopt the same Chart of Accounts. This would better allow for horizontal integration and facilitate the ability to review and compare common expenses and assist Member Bodies with best practice financial management.

It is recommended that SA and Member Bodies adopt the same financial year end and a common chart of accounts.

SA is heavily reliant on ASC support, which together with APC and ACGA funding, comprise almost 90% of total SA revenues. The identification of new and diversified revenue streams has become an immediate priority. The recommendations in this Report around foundation platform structures, product development and improved communication will assist in this regard.

Each Member Body was asked to rate its financial stability on a scale of 1 to 10 (where 1 is unstable and 10 is very secure). Each Member Body rated themselves as either a 9 or 10 out of 10. The fact Member Bodies are comfortable with their current financial circumstances is of concern given:

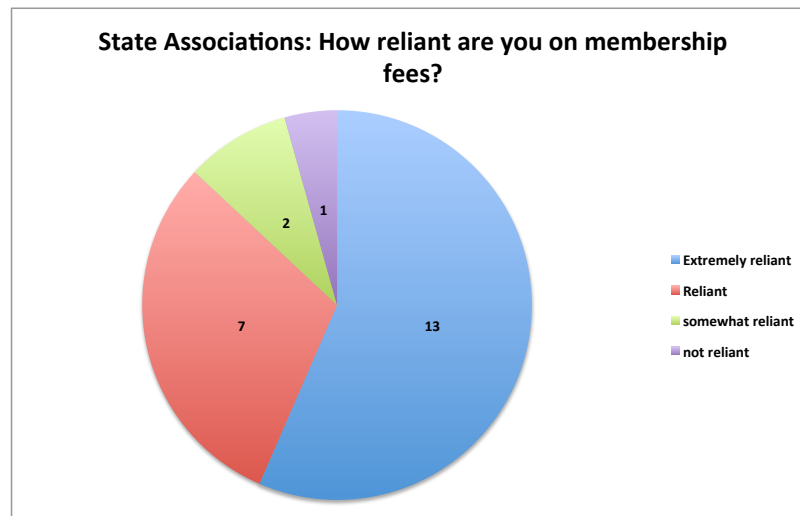
- (a) there is no diversification of revenue
- (b) an average of 90% of total revenue is derived from only two sources
- (c) there is an over-reliance on capitation fees, which is not an improving revenue stream
- (d) there is no sponsorship revenue or corporate support in the sport, no revenues derived from competitions (such as ticket revenue) and very limited merchandise sales
- (e) there are very few paid staff or specialised expertise involved in the management and promotion of the sport as a business.

8.2 Capitation Fees

Each Member Body receives a fee from registered shooters at the time of registration called interchangeably registration, capitation or affiliation fees (**capitation fees**). **Member Body capitation fees vary significantly between the shooting disciplines from about \$45 to \$132 per member**. A registered shooter pays a fee to his or her club, State Association and Member Body, but not to SA.

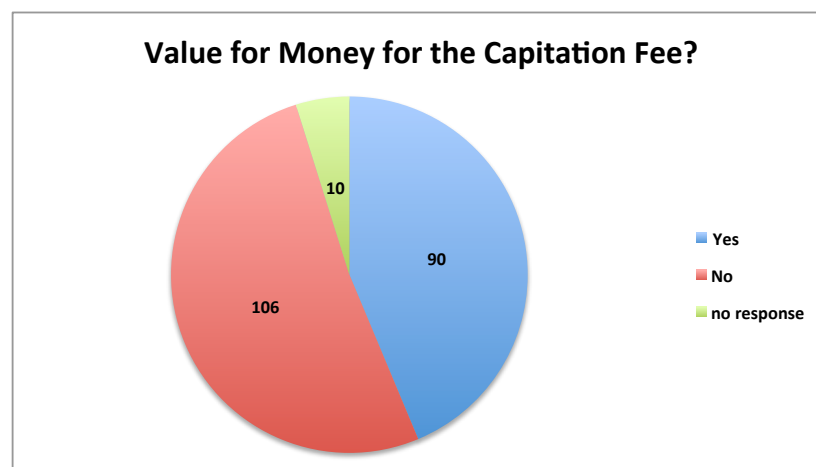
²³ These Member Bodies need to give careful consideration to the net benefits from the sale of ammunition and targets to members as this can distract from the core business of management and promotion of the sport.

Each governing body in the chain is reliant on these fees. Capitation fees are in the top two revenue sources of each Member Body. Over 85% of State Associations are extremely reliant or reliant on those fees:



As memberships have been steady (at best) in recent times, there is a potential adverse impact on revenue from declining registrations. Feedback from consultation shows Member Bodies are extremely reluctant to increase capitation fees (even to account for CPI increases) due to a fear of a consequential loss of members. Furthermore, some Member Body Constitutions provide that capitation fees are determined by a resolution of the members (and not by the Board of Directors). Whilst this may be difficult to change, it is not ideal for the management of a financially strained entity to be potentially restricted by the members (who are required to pay those fees to the entity).

In addition, more than half of shooting clubs do not think they receive good value for money from capitation fees:



It is imperative that Shooting as a sport works on the customer value proposition for registered shooters. This is particularly important in light of the significantly larger membership of SSAA and the multiple memberships of individual shooters. Benefits of membership need to be more than compliance with firearms legislation, insurance and the ability for elite shooters to enter competitions and represent state and national teams. **Benefits needs to be tailored to the needs of grassroots sport and focus on better coaches, improved facilities, centralised programs, building skills and capacity, knowledge share and all the additional benefits from a collective approach to the management and promotion of the sport.**

8.3 Resource Sharing

Even without common reporting, a review of financial statements highlight there are many common expense items across SA and the Member Bodies. **It is recommended that SA and Member Bodies work collaboratively to investigate the opportunities from resource sharing, aggregation and economies of scale.** This should include steps to:

- (a) aggregate benefits (eg total the spend from airfares, travel and accommodation across all disciplines)
- (b) create economies of scale through bulk buying power (eg what is currently done for targets and ammunition could be applied to utilities)
- (c) share staffing resources, especially around corporate and back of house services like finance, legal, ICT and human resources. A Member Body may not require a staff member on a full time basis, but could contribute a proportionate amount to a central pool to engage an expert it could access
- (d) create a national insurance scheme for reduced premiums and improved benefits of all shooters
- (e) share office space (eg neither SCA nor TRA have a dedicated office).

Given the large geographic size of Australia and the fact that SA and Member Bodies manage national organisations, stage national championships and events, and undertake overseas tours, everyone has substantial travel expenses. SA and Member Bodies would all benefit from approaching airline partners with its total airline travel spend to negotiate an exclusive travel partnership. The benefits to Shooting could be cash, contra flights or discounted airfares.

There is a real opportunity for SA and the Member Bodies to work collaboratively by pooling a small portion of individual revenues for the collective good. For example, if each body contributed around \$15,000, SA could employ a media specialist for the benefit of each and every Shooting discipline. This need has been specifically identified at all levels within the sport. For example, this resource could attend and promote National Championships, which would be a cheaper option than Member Bodies engaging a consultant on a case by case basis.

Finally, insurance is worthy of a specific mention as this seems to be the most significant reason for shooters to join SSAA. SA should look to develop or refine a National Insurance Scheme that covers liability (public and products liability), management (professional indemnity and associations insurance), personal accident (whilst participating in sport) and firearms for all of the shooting disciplines. This bulk buying power helps to minimise premiums and Shooting obtains comfort from a legal and risk management perspective.

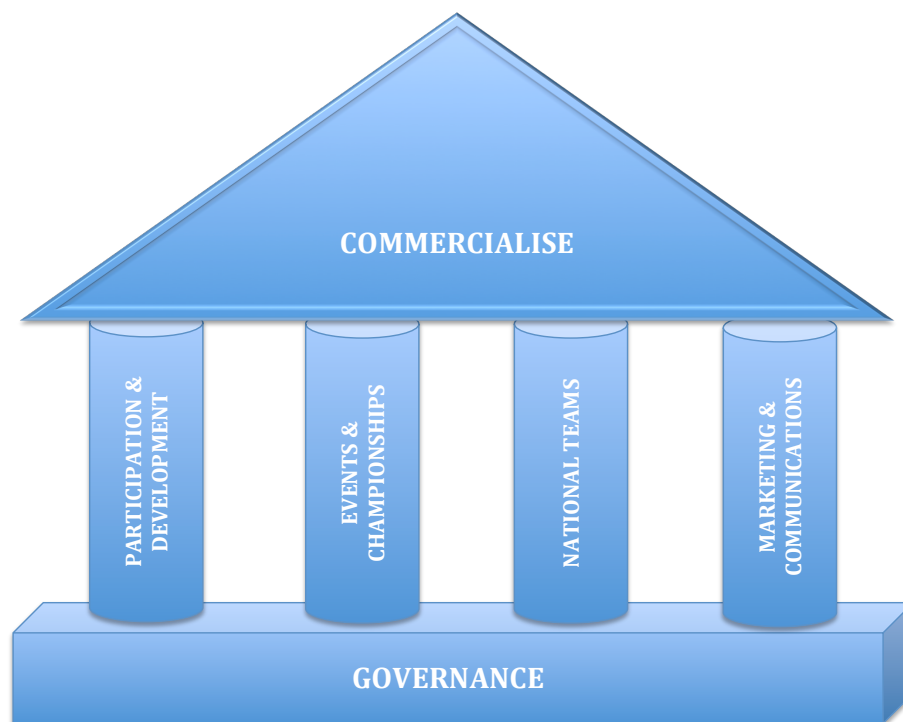
9. WHOLE OF SPORT APPROACH

The sport itself has identified fragmented structure, insufficient resources and lack of expertise as key weaknesses in the sport. The current situation analysis highlights the need to grow participation, streamline events, align high performance, embrace technology (including online registration systems and social media), revitalise marketing and improve communication and services to clubs and members. For the sport of Shooting to survive, substantial change is required to the administration, management and promotion of the sport.

Sports administrators are the custodians of sport and it is incumbent on them to leave a sport in a better position than when they arrived. There is now an exciting opportunity for Shooting's administrators to deliver real change to the governance and administration of the sport for the benefit of all.

Shooting governance needs to change to arrest the sport's decline, to challenge SSAA, and to generate new and diversified revenue streams to deliver financial sustainability and growth. **There is strength in numbers and together the shooting disciplines can position themselves as the united voice for Shooting sports** to combat any adverse reactions from government in relation to gun licensing laws or closure of ranges. Equally importantly, governance reform will deliver real benefits and improved services to clubs and shooters at no additional cost.

Shooting should operate as a single sport under the one roof as summarised by the diagram below:



Optimised governance and administrative structures are the foundation. Shooting needs to have a clear, aligned and unified strategic direction for the whole of the sport across participation, events and national teams. Key policies, programs and systems must be centrally developed with localised delivery to clubs. Transparency, accountability and responsibility are essential.

A robust participation base is essential for the long-term sustainability of a sport. This strong **participation** base should lead to more and better quality athletes, coaches and officials for **events and championships**, creating the best possible environment for **national team** success. In turn, the success and quality of national athletes drives awareness of the sport and the impetus for the growth of the grassroots base. Streamlined **communication** to members is required with the ability to collect important data, which is so necessary for the efficient administration of the sport.

Shooting needs to create financial security by the generation of new income streams and the development and delivery of commercial opportunities. To be able to achieve this, Shooting needs to reposition itself as a marketable proposition and to increase its reach, profile and presence by engagement with the wider community. The promotion of national participation programs, the revitalisation and creation of new events, the increased awareness of national team success and the acceptance of social media and online technology will greatly assist.

The key beneficiaries from a whole of sport approach are the clubs and the shooters. A detailed list of the benefits across Governance, Participation and Development, Venues and Events, High Performance, Communications and Financials are summarised in [Annexure F \(Benefits of Whole of Sport Approach\)](#). The top 10 benefits are:

1. Improve skills, expertise and professionalism
2. Ease workload and reduce reliance on small pool of volunteers

3. Centralise development of sports and corporate policies
4. Unified growth strategy and one membership structure
5. Build critical skills and capacity of clubs
6. Revitalise national event calendar
7. Align high performance programs maximising potential of talented athletes and coaches
8. Streamline communication and improvement of services to members
9. Collectively advocate and raise the awareness and profile of the sport
10. Aggregate products, share resources and use economies of scale to improve financial positions

10. TRANSITION PLAN

The long term sustainability of the shooting disciplines necessitates a collaborative and whole of sport approach be undertaken to the administration, management and promotion of Shooting. The SA Board needs to exhibit strong leadership and operate transparently with unity of purpose as it transitions from the current structure to best practice governance structures.²⁴ SA must work collaboratively with Member Bodies and State Associations, whilst being firm on deadlines and milestones and having planned for contingencies. The key is to ensure that clubs and shooters are not adversely affected by an administrative body or person focused on self-interest.

10.1 Phased Prioritised Approach

There is no doubt that the transition from the current model to an optimal model will be very difficult despite the numerous, valid and varied benefits. Any change to the membership of SA would require a special resolution passed by 75% of the current members. Historically and recently, Shooting has been resistant to governance reform and there is considerable distrust between ACTA (the second largest member) and SA.

It is recommended SA leads a phased prioritised approach over the next four years to steadily highlight the value in a whole of sport approach. This is because:

- (a) SA needs to counter some negativity that exists amongst a small but vocal section of the membership
- (b) Shooting has been consistently slow to change and reform
- (c) SA has no ability to bind members through the Constitution.

Overall, there was general support from the shooting community for a whole of sport approach, which varied from completely unifying the separate shooting disciplines to sharing services and resources. There was some significant resistance, however, particularly from some members of ACTA. This displayed itself through people being unwilling to speak with us during the review for fear of backlash, or speaking only on an 'off the record' basis, to requiring the removal of SA logos from feedback forms and surveys.

There have been previous, unsuccessful attempts to reform Shooting governance within the Member Bodies. For example, ACTA recently had to withdraw significant constitutional reforms from its 2016 Annual General Meeting due to aggressive member backlash. PA advised that it also attempted governance reform through a change from an incorporated association to a company since the early 1990s. SCA recently changed its name from Field & Game Federation of Australia and this took 12 years with most member states still using the Field and Game name.

As noted earlier, the SA Constitution provides only that SA will support Member Bodies in the development of competitions and the training of coaches and officials. There is no requirement on

²⁴ The SA Board elects its President on annual basis and this person needs to be able to manage the politics and be strong on change management.

Member Bodies to comply with the SA Constitution nor any rules and regulations of SA. SA cannot require Member Bodies to disclose participant data or to adopt standardised financial reporting.

It is recommended that SA implement governance reforms in three stages over a four year period as follows:

STAGE No.	STAGES	TIMEFRAME	ELEMENTS
1	Collaborative Foundation	1st July 2016	Improve trust and transparency Collaboration between disciplines
2	Value Proposition	2017 and 2018	Establish the value proposition for the sport, focussed on clubs and members
3	Transition Planning	2019 and 2020	Structural platform and contingency planning
Optimal Governance Framework 1st July 2020			

These three stages are discussed in full detail in the sections below.

10.2 Collaborative Foundation – 2016

The immediate next steps are for the sport to focus on collaboration, unity and cohesion. This is best achieved through:

- (a) a collective agreement on guiding principles for reform
- (b) an aligned whole of sport strategic direction
- (c) regular meetings between and among SA and the Member Bodies.

It is important that SA and each Member Body subscribes to the importance of governance and administrative reform for the long-term benefit of the sport. To this end, **it is recommended that SA establish a Governance Working Group with representation from all five shooting disciplines, the main States and Territories and both single and multi discipline clubs.** At the outset, this Working Group will need to agree its own guiding principles for the reform process. The following principles are provided by way of example only:

- Best practice governance is important
- The greater good of Shooting must be placed ahead of individual discipline or state interest
- Fragmentation and duplication must be reduced
- The burden on volunteers must be alleviated
- Localised passion and enthusiasm is important
- A Shooting Olympic Gold medal would be beneficial to the whole of sport
- Any change must have a net improved financial benefit

It is recommended that SA and the Governance Working Group facilitate a “Shooting in Australia” Strategic Plan 2016 – 2020 with input from SA and all Member Bodies. This Strategic Plan would replace all existing strategic plans of SA and Member Bodies. In this way, all key stakeholders agree to the strategic direction of the sport as a whole. This Plan should identify important targets and KPIs to introduce responsibility and accountability into the sport. Pre-defined measureable targets will also enable Shooting to review and assess its performance over this important reform period.

To improve trust, transparency and communication, it is recommended that SA facilitate more meetings amongst key stakeholders including:

- SA Board to rotate Board meetings around Australia. This would enable the SA directors to meet with respective Member Bodies and State Associations to present SA plans, allow direct feedback from State Associations, and to generally improve goodwill
- SA CEO to arrange regular (quarterly) teleconference with all Member Body EOs
- SA President to arrange at least an annual meeting with all Member Body Presidents

During this first phase, Member Bodies should review the skills and diversity of its Board (with a view to compliance with Mandatory Sports Governance Principles) and the necessity, composition and terms of reference of National Committees.

It would also be beneficial if ACTA and SCA, and NRAA and TRA, commence discussions to at least share some resources. The English Sporting discipline is similar between ACTA and SCA, allowing for mutual benefits of shotgun membership. SCA has good structures and a hard working, but volunteer staff, with no dedicated office. ACTA have the largest (paid) administration base of all the Member Bodies and own a shooting range and offices.

Similarly, the two rifle disciplines have much to offer each other in terms of shared resources, office space and sale of ammunition. Recent ISSF World Champion, Warren Potent, shows that it is possible to shoot both smallbore and fullbore rifle at the highest level. TRA is an Olympic discipline, but only has a part time paid administrator and no dedicated office. NRAA has two paid administrators and an office located at Belmont Shooting Range (which has both a smallbore and fullbore rifle range).²⁵

In this way, the sport could be promoted with shotgun, rifle and pistol disciplines.

10.3 Value Proposition – 2017 & 2018

SA needs to prove the value proposition of a unified shooting body with a concurrent top down and bottom up approach. The national shooting community needs to work more collaboratively and cohesively. The top down approach focuses on centralisation as this leads to resource sharing, cost savings through economies of scale, enhanced expertise and improved commercial opportunities through aggregation. The bottom up approach is about communicating directly with State Associations and building critical skills and capacity at clubs. **Accordingly, the key principle for this stage is the centralised development of programs and policies with localised delivery.**

It is important for SA to get some quick wins and so it needs to choose some non-contentious areas to centralise and prove the value of a whole of sport approach. Based on the consultation process, this is likely to be around participation, marketing and insurance. Whilst the establishment of an online registration database is key to the successful management of Shooting, this may encounter resistance around perceptions of ownership and security of data. The feasibility must commence as soon as practicable, but the implementation will be the next stage.

Concomitantly with the development of value initiatives, SA must continue to improve communication with stakeholders as commenced under the Collaborative Foundation stage. This assists to directly clarify initiatives, overcome any potential concerns or issues and identify any new opportunities.

The 18 initiatives recommended to be introduced by SA over the two-year period are summarised in the table below in order of priority:

No.	INITIATIVE	REPORT SECTION No.
From 1st January 2017		
1	Develop a National Participation Plan (focussed on the growth of the sport)	4.2 (Participation & Development Programs)
2	Conduct research around the reasons for SSAA membership	4.2 (Participation & Development Programs)

²⁵ The impetus for a closer working relationship may be the recent appointment of the NRAA Executive Officer as the Shooting Sports Manager for the Commonwealth Games 2018 Gold Coast. Once this position goes full time in 2017, NRAA will need a replacement EO and discussions could be had with TRA around sharing its EO or agreeing a suitable appointment.

No.	INITIATIVE	REPORT SECTION No.
3	Develop a Marketing & Communications Strategy (focussed on social media)	7.2 (Marketing & Media) 7.4 (Social Media & Websites)
4	Conduct feasibility around a WOS online registration system	4.1 (Data Collection)
5	Refresh and consolidate the National Event Calendar	5.2 (National Event Calendar)
6	Develop a WOS eNewsletter (and phase out member magazines)	7.5 (Member Magazines) 7.1 (Internal Communication)
7	Employ Development Officers	4.2 (Participation & Development Programs)
8	Develop WOS National Sports Policies and Corporate Policies	3.5 (Strategic Direction & Policy Development)
9	Develop a Volunteer Recognition Program	4.5 (Club Capacity)
10	Conduct capacity building workshops with clubs (starting with participation and marketing)	4.5 (Club Capacity)
From 1st January 2018		
11	Identify expenses to aggregate starting with travel, accommodation and event management	8.3 (Resource Sharing)
12	Create a WOS national insurance scheme to cover liability, management, personal accident and firearms	8.3 (Resource Sharing)
13	Develop Coach Education Plan and refine the NCAS (Coaches) to generate more coaches	4.3 (Coach Education)
14	Develop the NOAS (Officials) and attract more officials	4.4 (Officials Accreditation)
15	Align high performance strategies and programs	6 (High Performance)
16	Officially recognise clubs within the talent pathway	6 (High Performance)
17	Consolidate websites under SA	7.4 (Social Media & Websites)
18	Make available shared corporate services around Finance, Legal, HR & IT	8.3 (Resource Sharing)

10.4 Transition Planning – 2019 & 2020

For an improved governance framework to be operational by 1st July 2020, structural planning needs to commence at the start of 2019. The improved communication across all levels of the sport and the outcomes from the value proposition initiatives, should facilitate this process.

The new governance structure needs to respect the changed allocation of responsibilities to SA.

The optimal Governance Model and Administrative Model is discussed in detail in the next Section 11 (Optimal Governance Framework). In essence, the recommendation is to move to a unified sports shooting body with state based membership. This section summarises the transitional steps required from a constitutional and finance perspective to allow the new Governance Model to be operational from 1st July 2020.

A combined shotgun, rifle and pistol disciplines state shooting body does not currently exist (**State Member**). Accordingly, the first step for this transition stage is for SA to manage the incorporation process and establish State Members as Companies Limited by Guarantee with **all State Members adopting a template Model State Constitution, standardised financial templates and a centralised registration system**. The members of these State Members would be the clubs within their respective jurisdictions (remembering that one third of these clubs already have multi discipline membership).

Amongst other aspects, the State Members would be required to adopt the State Model Constitution that would incorporate protections for the sport, including:

- prohibition on amendment to that Model State Constitution without the consent of SA Directors
- compliance with the SA Constitution and SA Rules and Regulations
- maintenance of an online database and sharing of information with SA
- Same financial year end and standard format of reporting

SA does exist as a national governing body and so there are two options available. First, the Member Bodies agree on the (substantial) constitutional changes required to replace the membership structure from the five Member Bodies to the newly incorporated State Members. This would be ideal as it reflects a whole of sport willingness to adopt reform. However, if it becomes apparent that the first option is not feasible, there is a second option.

SA could establish a new entity with the State Members as members. The advantage of this approach is that it provides a 'clean sheet of paper' to allow for best practice governance. A new National Constitution needs to be drafted to reflect the new structure and would be completely aligned with the Model State Constitution. In essence, that National Constitution would bind the State Members to centralised regulation, administration and promotion of the sport. Some examples of key articles are provided in [Annexure G \(Amendments to the National Constitution\)](#). SA and these State Members would work collaboratively on inviting clubs to join the State Members. In advance of this second option, it is important for SA to obtain the requisite recognition from the ASC, AOC, APC and ACGA. The disadvantage of this approach, is that SA may not have access to the financial reserves and assets of the Member Bodies.²⁶

As part of contingency planning, the new SA National Constitution could allow for direct membership from clubs and from individual shooters and associate membership for Member Bodies.

11. OPTIMAL GOVERNANCE FRAMEWORK

This Section recommends a best practice governance framework to ensure the long-term success and sustainability of all shooting disciplines under a collaborative whole-of-sport approach at all levels. This revised governance structure is vital, as it enables Shooting to operate more effectively and efficiently. It will enable growth, focussed strategic direction and hence underpin sustainability and success.

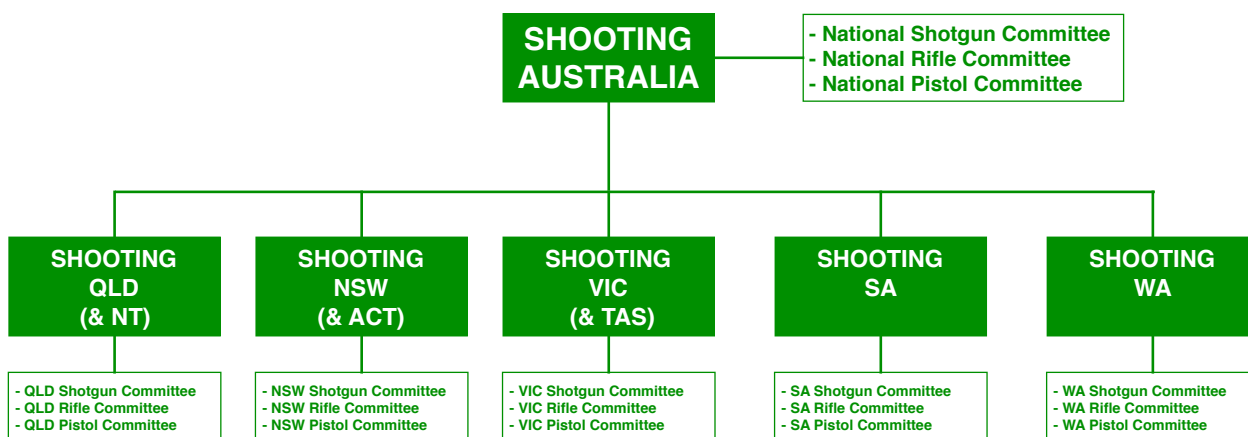
11.1 Governance Model

The biggest impediments to reform are that Shooting is governed by 43 separate legal entities with minimal co-operation between the five shooting disciplines at the administration level. The structure of SA needs to move from a disjointed sports discipline approach to a unified federated approach.

The views of Shotgun, Rifle and Pistol would be represented through a committee structure and identity would be retained through branding.

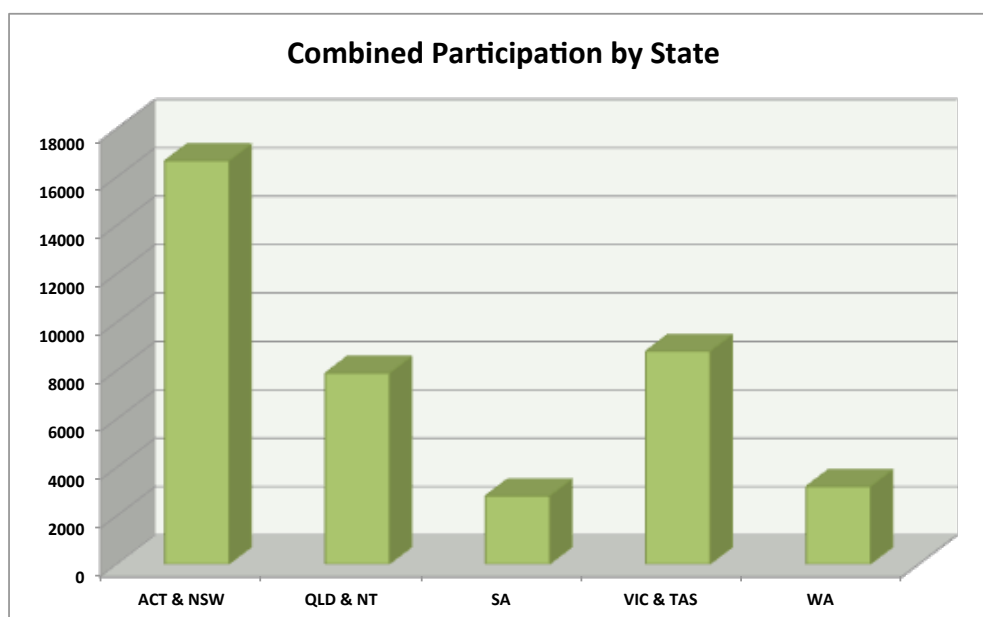
The optimal SA membership structure is summarised by the following diagram:

²⁶ However, if a Member Body dissolves or is wound up, any profits must be given or transferred to some body having purposes similar to the purposes of the Member Body. For example, see ACTA Constitution Article 7 (Distribution of Property on Winding Up).



It is recommended that SA have five state member bodies.²⁷ The members of the State Members would be clubs with no additional administrative layers representing zones, regions or districts within States. Currently, NT, ACT and Tasmania all have less than 1,000 shooters within their jurisdiction. Accordingly, it is recommended that these shooters join the most geographically proximate state.

The participation breakdown numbers for the new structure are represented below:



The current SA Associate Member, NSW Shooting, could negotiate to become a member of the NSW State Member.

The National Committees would be comprised of the Chair of each State Committee. The inaugural Chair of the National Committee could be the President of the Member Body at the time of the transition. The purpose of these Committees is to provide each of the shooting disciplines with comfort that its issues, proposals and opportunities are still being addressed and to apply discipline specific expertise to the process of centralised policy development.

This constitutional framework enables SA to comply with the ASC Mandatory Sports Governance Principles by providing a single national entity with horizontal integration of sports disciplines. All parts of this federated structure work in cohesion and adhere to the strategic direction set by SA to maximise the interests of the sport. SA would be able to report consolidated national financial accounts.

²⁷ Five is not essential and SA could have the six States and two Territories if negotiations (or legislation) requires.

The new governance model would have an aligned brand and creative positioning across the national and state bodies. The Shooting disciplines of Pistol, Rifle (smallbore and fullbore combined) and Shotgun would have individual logos consistent with the overall brand and creative positioning.



This means Shooting would be governed by **6 legal entities** (instead of 43²⁸), around **8 directors** (instead of 65) and around **5 National Committees** representing each of the three disciplines and possibly Technical and Coaching (instead of 24). Shooting would be administered by paid professionals with expertise in the requisite areas to drive the sustainability and growth of the organisation (see under Section 11.2).

CASE STUDY: SPORTING SHOOTERS' ASSOCIATION OF AUSTRALIA

It is worth noting the SSAA governance structure as it has more than four times the membership of SA and it represents "sporting shooters". SSAA adopts an inclusive approach to sports shooting. From its website:

The SSAA manages more than 18 shooting competitions - commonly referred to as 'disciplines' - at local, state, national and international levels. We cater to many different types of firearms, including shotguns, pistols, revolvers and rifles, in rimfire, centrefire, air and black powder configurations, so no matter what age you are or what level competition you are interested in participating in, we have a discipline for everyone.

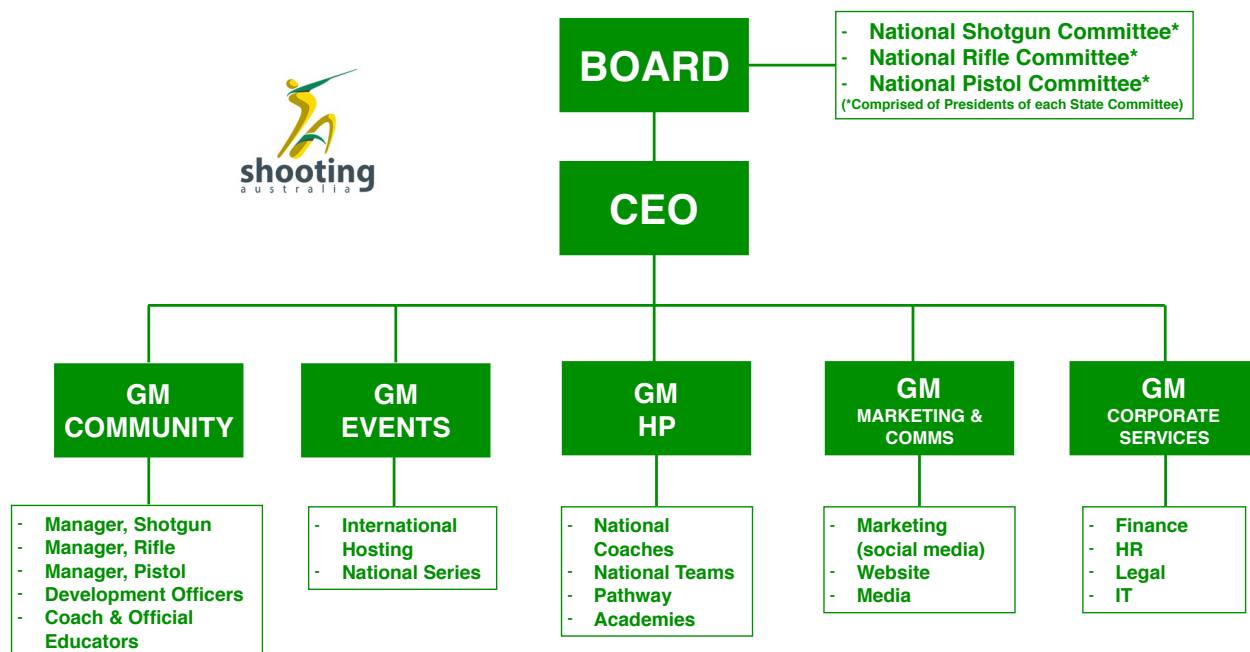
SSAA represents all shooting disciplines and has State Offices for each State and Territory. There is no confusion as the States adopt the same name as the national body. For example, SSAA NSW and SSAA Qld.

11.2 Administrative Model

Under a whole of sport structure, SA would be assigned additional responsibilities as discussed under transitional planning. SA would be lead by the CEO with five General Managers representing each pillar of the business.

The administrative structure of SA is summarised in the diagram below:

²⁸ Under the Optimal Governance Framework there would be no need for the continued existence of the current Member Bodies and State Associations as legal entities. It is important to retain the key personnel, resources, assets and facilities from those entities under the new framework.



The **General Manager, Community** would manage all of the areas discussed in this Report under Participation and Development, including:

- National participation plan
- Development Officers and capacity building at clubs
- Coach and official education
- Assist GM, Corporate Services to rollout of the national online registration system
- Individual managers for Shotgun, Rifle and Pistol whose role is to provide discipline specific expertise, contacts and knowledge and be the point of contact for the National Committees. These manager positions could be filled with the Executive Officers of the Member Bodies at the time of transition.

The **General Manager, Events** would manage all of the areas discussed in this Report under Venues and Events, including:

- National facility audit (to ensure sufficient quality and quantity of ranges and range access for members)
- Co-ordinate event calendars and manage premier domestic competition
- Liaise with Technical Committees for the appointment of officials at events
- Bid to host international and regional events

The **General Manager, High Performance** would manage all of the areas discussed under High Performance, including:

- Talent ID and Talent Pathway
- Academies, training camps and tours
- Selection and management of national teams
- National Coaches

The **General Manager, Marketing and Communications** would manage all of the areas discussed under Communications, including:

- Development of Marketing and Communications Strategy with strong social media focus
- Consolidation of websites
- Media Manager

These four General Managers, representing each of the pillars under the whole of sport approach, would be supported by a **General Manager, Corporate Services**. This position provides all the back of house support necessary to manage the business side of the sport, including legal, financial, human resources and IT. SA and its State Members would be working to the same financial year under the same Chart of Accounts making shared services viable and attractive.

11.3 Alternative Models

For completeness, it is noted that many national sports with federated structures are currently reviewing governance models. Whilst proposed reform structures may vary, the objectives are common across all the sports. Namely, to reduce fragmentation and duplication, to streamline operations and to deliver improved financial returns.

Some reformed models being considered by other sports include:

- (a) Unitary Model – the sport is fully centralised and the national body manages the sport throughout the country with branch offices in the States and Territories. In essence, this means the national body and State Association entities merge into the one organisation and share all assets, finances and resources
- (b) One Management Model – the sport is centralised and the national body manages the sport throughout the country. However, the State Associations continue to exist and own assets
- (c) Shared Services Model – the national body supplies agreed services for the sport on behalf of itself and the State Associations, particularly around finance, human resources and corporate, IT, and membership. The State Associations continue to exist, own assets and supply all other services outside the agreed shared services.

Given SA's current governance model involves five National Sporting Organisations a direct move to a unitary or centralised model was considered, but rejected as a step too far. The first step to Shooting reformed governance needs to be the closer collaboration of the sports disciplines.

12. FUNDING MODEL

Under the Transition Plan, SA needs to assume additional roles and responsibilities within the sport and to introduce new national programs and policies. This is able to be funded from within the sport itself with no requirement for external funding sources or to increase costs to the membership. Accordingly, Shooting has the existing means to affect immediate governance reform.

The sport as a whole is in a solid financial position with a **collective net profit of over \$1 million last financial year** and **cash reserves of over \$6.7 million**. There is a conservatism and a general hesitation in the spending of these reserves. Based on the current situation analysis, the 'rainy day' has arrived and a portion of these cash reserves needs to be deployed to initiatives to sustain and strengthen the sport to ensure its survival.

It is recommended the SA and each Member Body contribute just 10% of their net profit, cash reserves and capitation fees, which collectively amounts to \$1,019,000 per annum. This collective funding model should be non-contentious as it allows all disciplines to benefit from the Value Proposition initiatives and to continue their own business largely unaffected. An analysis of the most recent Member Body Financial Statements proves that each would still have made a profit if it provided 10% of capitation fees and net profit to whole of sport initiatives. A percentage model is adopted for fairness to reflect the significant variation in membership and revenue base of the Member Bodies.

Given SA will be supplying the required participation, development and marketing services for the direct benefits of clubs and shooters, there is a strong argument that SA should have a proportionate share of capitation fees (ie greater than 10%). However, in an environment of resistance to change, the minimal 10% model is preferred so as to minimise objections. The \$1 million should be sufficient to implement the Value Proposition initiatives.

The key is that there is no increase in the cost to clubs and shooters. For the same capitation fee, those clubs and shooters will receive all benefits from the Value Proposition stage.

Another option is for SA to increase Membership Subscriptions, which are set by the Board annually.²⁹ Currently, this is only \$5,000 per Member Body and \$2,000 for the Associate Member. This \$27,000 is extremely low, especially in the context of almost \$2.5 million in annual Capitation Fees and the contribution SA provides to the sport.

²⁹ SA Constitution Article 4.7(a).

ANNEXURE A: METHODOLOGY AND APPROACH

Shooting Australia (**SA**), and the Australian Sports Commission (**ASC**) commissioned an independent review into the governance and structure of the sport of Shooting. The required outcomes from the review were:

1. The collective sports of Shooting across Australia will have a clear path to be aligned in purpose, strategy and delivery of the sport; and
2. The sport of Shooting will become more effective and efficient through the development and implementation of a contemporary and appropriate governance structure.

This Section summarises the methodology and approach undertaken by Suiko Consulting to conduct the review to meet the required outcomes. A seven person **Review Steering Committee** was established with the SA CEO, ASC representatives, a Member Body President and Executive Officer and Suiko Consulting. This provided the forum for status updates and continual feedback to, and input from, the Review Steering Committee.

The review was undertaken over the following four stages.

(a) Phase 1 – Current Situational Analysis

The first step was a detailed analysis to obtain a clear understanding of the current governance and sports landscape within all facets of Shooting in Australia, including the opportunities and challenges faced. This involved:

- reviewing relevant governance documentation
- consulting with SA and its Member Bodies
- obtaining feedback directly from State Associations and Clubs.

The **documentation** reviewed related to SA and the five Member Bodies and included:

- Strategic Plans, including the SA Strategic Plan 2016-2020
- Constitutions
- Committees, including terms of reference and membership
- Organisation and management structures
- Registered participation numbers
- Coaches and Officials education programs
- Championships and events
- High performance pathways
- Financial Statements

Consultation was a key element. Recommendations and a new Optimal Governance Framework will be successfully implemented only if stakeholders have been engaged and their ideas, issues, problems and proposals fully considered. There are 43 governing entities in the shooting governance framework and feedback was maximised through a combination of face to face meetings and template feedback forms. Review Steering Committee meetings were conducted on a fortnightly basis.

Around 300 people provided input into the review in some format.

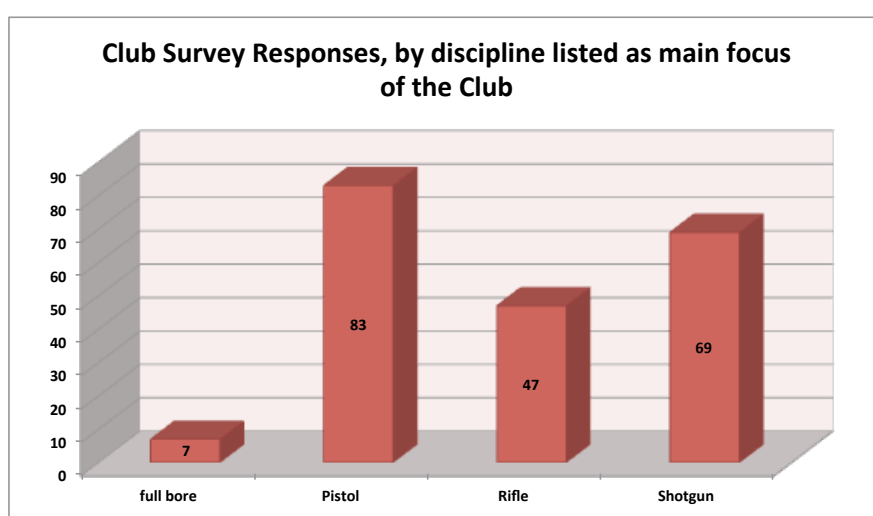
Around 35 people were spoken to (in person or by phone) and represented the following groups:

- SA Board and senior management
- Executive Officers, Presidents and Directors from each of the five Member Bodies
- NSW Shooting Association
- State Associations
- ASC and AIS

To assist in obtaining feedback from as wide a group as possible, a template **Stakeholder Feedback Form** was developed both for Member Bodies and for State Associations. This is attached as **Annexure B**. The Form elicited information around the six review elements in terms of structures, existing documentation, financial health and internal communication strategies to enable the consistent analysis of feedback. Each Member Body submitted its Form in advance of the face-to-face meeting, allowing for full clarification and understanding.

24 State Associations (or 66%) submitted Forms. 32 State Association Forms were received, but there were some duplications with multiple entries from the same association. In these circumstances, the Form from the highest ranking official (usually the President) was used for analysis. Averages were calculated on a Member Body discipline basis to extrapolate total numbers relied upon in the analysis.

In order to ensure Clubs provided input into this review, an **Online Club Survey** was developed and distributed to Member Bodies to provide links through to Clubs. This is attached as **Annexure C**. 227 Clubs representing each of the Member Bodies and each State and Territory of Australia completed the survey. After removing duplications and incomplete forms, 206 responses were relied on for analysis purposes.



(b) Phase 2 – Gap Analysis

The documentation and consultation feedback from Phase 1 were extensively reviewed and analysed during Phase 2. The purpose was to assess the effectiveness and efficiency of the current governance framework, especially in terms of policy development and delivery and the decision-making and communication process.

Across the 43 legal entities, there were likely to be significant differences in size, scope, finance and operations. Such a complex governance structure also meant the possibilities for duplication of roles and responsibilities and gaps, friction and inefficiencies.

A gap analysis focused on SA's three non-compliant areas of the ASC Mandatory Sports Governance Principles being:

- A single national entity for all forms of the sport
- All parts of the federation work in cohesion and adhere to the national strategic direction
- Reporting of consolidated financial accounts

Phase 2 also identified any barriers or impediments to the attainment of compliance and the design of the Optimal Governance Framework.

(c) Phase 3 – Design of Optimal Governance Framework

An Optimal Governance Framework was designed with emphasis on long-term sustainability, stability and growth. The Framework aligns with strategic priorities and addresses each of the six review elements across governance, participation and development, events, high performance, financial and communication.

A preliminary report and key findings were presented to the Review Steering Committee on the 22nd March and 5th April, the SA Board on 8th April and the Member Bodies on 9th April. Feedback was taken into account and this final Report was prepared and submitted to Review Steering Committee by 28th April 2016.

(a) Phase 4 – Transition Plan

This Report sets out the recommendations, including revitalised governance and organisation structures to ensure strategic alignment and effective operational delivery. A Transition Plan has been developed to chart the direction to the Optimal Governance Framework with prioritised initiatives over the next four years. A key component to successful implementation will be the ‘sale’ of the benefits and opportunities to all governing entities and clubs and an approach was agreed with the Review Steering Committee.

Additional Comments

At its heart, this review related to governance. In sport, governance cannot be viewed in isolation of participation, events, high performance and communication. Accordingly, these areas were reviewed and assessed, but only to determine best practice governance and not on their own merits. Outside the scope of this review was any detailed financial analysis, valuation of assets, marketing or commercialisation strategies. Once the improved governance foundation has been implemented, Shooting can then focus on these areas with greater success.

Given the review was over four months, the Member Bodies and State Associations obviously continued to conduct their business and so changes occurred. This meant personnel changed and plans were subsequently developed etc. The commentary made in this Report is accurate at the time the information was provided. Where significant, we have noted any changes we were made aware of in the footnotes.

In preparing the Report, Suiko Consulting relied on the documents, information and opinions provided by SA, Member Bodies, State Associations, Clubs and other contributors. In some cases, there was little data to rely on and in others, conflicting data and so assumptions were made. It is also acknowledged the completeness, currency and accuracy of some of the information provided may vary depending on the experience, position and expertise of the person providing it. All observations and recommendations made by Suiko have been made in good faith based on this information and advice.

ANNEXURE B: MEMBER BODY FEEDBACK FORM

The Member Body Feedback Form is attached as Annexure B.

The State Associations were also invited to complete an online feedback form, which was substantially similar in terms of content.

ANNEXURE C: ONLINE CLUB SURVEY

The Online Club Survey is attached as Annexure C.

ANNEXURE D: NATIONAL EVENT CALENDAR 2016

This table summarises the national events staged, or to be staged by, SA and the Member Bodies during 2016:

January	February	March	April	May	June	July	August	September	October	November	December
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6
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Shooting Australia
ACTA
Pistol
NRAA
Sporting Clays
Target Rifle

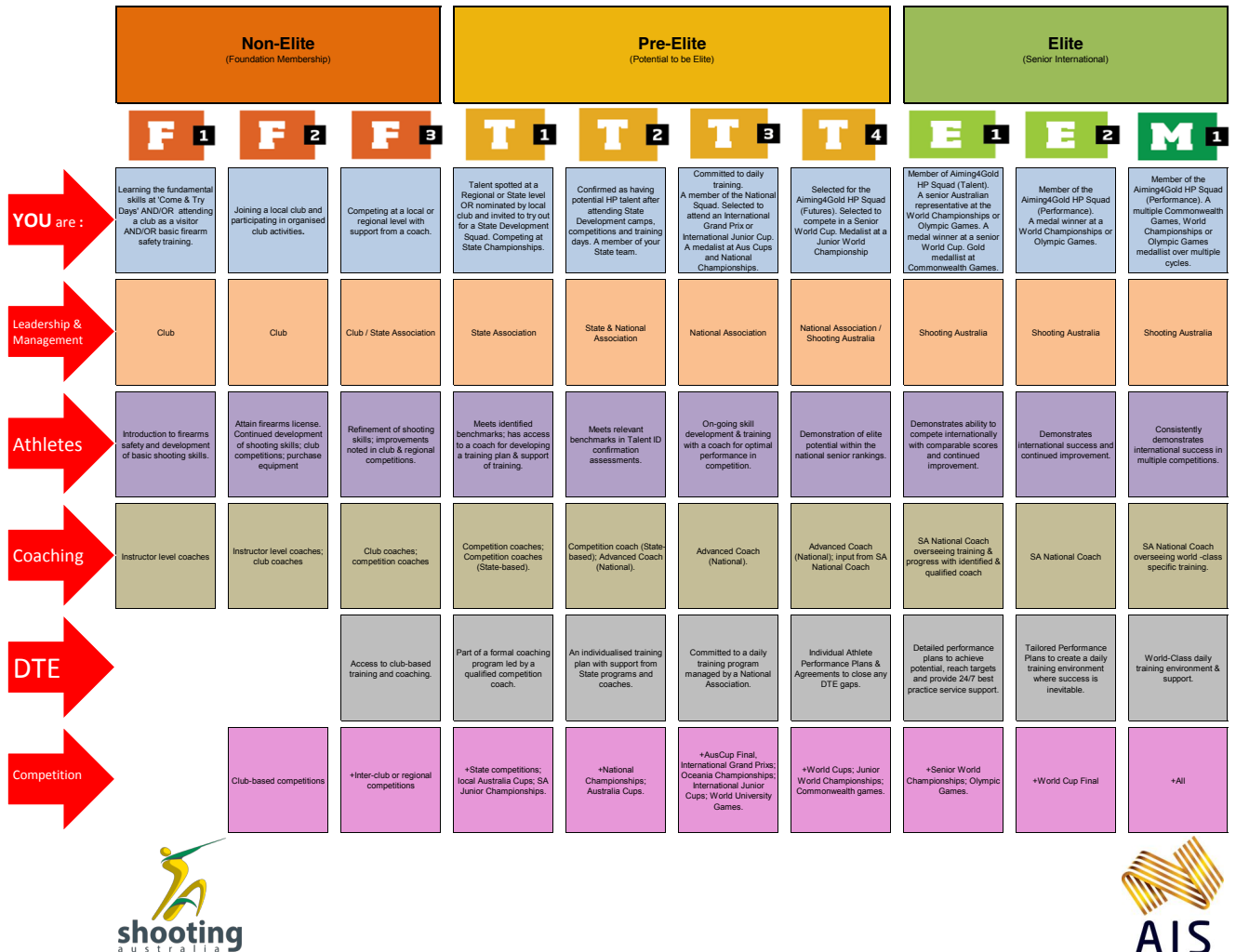
ACTA commonwealth Championships TBC

ANNEXURE E: ELITE ATHLETE PATHWAY



'STEPS TO SUCCESS'

Shooting Australia's Athlete Pathway



ANNEXURE F: BENEFITS OF WHOLE OF SPORT APPROACH

The key beneficiaries from a whole of sport approach are the clubs and the shooters. A detailed list of the benefits across Governance, Participation and Development, Venues and Events, High Performance, Communications and Financials are summarised in the table below:

ELEMENT	BENEFITS
GOVERNANCE	- International alignment with ISSF, IOC, IPC, CGF - National alignment with ASC, AOC, APC, ACGA - Benefits from State Olympic Councils and ACGA State Divisions - Compliance with ASC funding requirements - WOS strategic direction – blueprint for the sport from grassroots to elite - Improved operational effectiveness and efficiency, which is critical given pressurised financial and human resources (including reduction of duplication and inconsistencies) - Development of national sports policies - Increase of expertise and professionalism - Ease workload and reduce reliance on small pool of volunteers - Ability to conduct research & analysis - Advocacy around gun laws and changes to legislation
PARTICIPATION & DEVELOPMENT	- Creation of national participation program - One membership - National accreditation scheme for coaches – increased numbers and improved quality - National accreditation scheme for technical officials – increased numbers and improved quality - Improve capacity and build critical skills for clubs and volunteers
VENUES & EVENTS	- Advocacy around quantity, quality and location of ranges - Consolidated Events Calendar - Improve standard of events for the benefit of shooters
HIGH PERFORMANCE	- International and national alignment eg Shooting is the recognised sport - Clearly defined elite athlete and coach pathways with objective selection criteria - Proactive Talent ID - Improved performance of Australian national teams - Collaboration and resource sharing for underpinning HP programs
COMMUNICATIONS	- Aligned brand and improved image and perception - Data collection - single online registration database (scope for event management and club websites) - Ability to communicate direct with shooters (and establish customer value proposition and ensure message reaches end user) - Marketing campaign - pool resources for marketing resource and dedicated budget - Improve reach, presence and profile of the sport (eg fewer, harder working assets) - Sponsor acquisition
FINANCIALS	- Aggregation for revenue maximisation - Economies of scale and cost savings eg national insurance scheme - Shared services eg corporate, accounting, ICT, marketing, membership

ANNEXURE G: AMENDMENTS TO NATIONAL CONSTITUTION

The SA National Constitution should contain terms that bind its members. Some examples of the particular areas that should be included in the SA National Constitution are provided below.

1.1 Authority of State Members

Subject to this Constitution, State Members have the authority and obligation to govern and administer Shooting, including the obligation to run competitions, within their respective States.

1.2 Adopt Model Constitution

A State Member must:

- (a) adopt the Model State Constitution as at the date of its admission as a State Member, amended only to the extent that the Directors may agree;
- (b) amend its constitution from time to time to promptly adopt changes in the Model State Constitution;
- (c) not otherwise amend or vary its constitution without the consent of the Directors; and
- (d) not adopt any by-law without the consent of the Directors.

1.3 Comply with Constitution and Regulations

- (a) A State Member must comply with this Constitution, its own constitution and the SA Rules and Regulations.
- (b) If a State Member breaches or fails to comply with this Constitution, its own constitution or the SA Rules and Regulations, the Directors may give written notice to the State Member specifying the breach or failure.
- (c) A State Member must remedy the breach or failure specified in a written notice within 28 days (or a longer period determined by the Directors) after receipt of that notice.

1.4 Database

- (a) A State Member must maintain an online database of each person registered with it in any capacity.
- (b) The database is to be established and maintained in the form, and contain the details, required by the Directors from time to time.
- (c) Each State Member must provide the Directors with a copy of its database by 1 March and 1 September each year, certified by its chief executive officer (or the person who holds an equivalent position) to be true and correct as at the previous 31 December and 30 June respectively.
- (d) The Directors may, or may appoint a third party to, audit any database maintained under this article at their discretion and the State Member must co-operate and do everything reasonably required to facilitate the audit.

1.5 Financial Statements

A State Member must prepare and provide to the Directors on or before 30 November in each year audited Financial Statements in respect of all its financial activities in the standard format required by the Directors.

1.6 Directions to State Members

If, in the opinion of the Directors, a State Member engages in conduct, or fails to adequately deal with the conduct of any body or person who is a member of or is affiliated to the State Member, and that conduct or failure by the State Member has or is likely to have impaired the confidence of:

- (a) the public in the:
 - (i) disciplined and sporting behaviour of Shooting participants;
 - (ii) honest, orderly and safe conduct of Shooting competitions;
 - (iii) integrity and good character of Shooting administrators; or
- (b) SA's commercial partners that they will derive commercial advantage from their association with Shooting,

the Directors may, in their absolute discretion, give directions to the State Member as to the action that must be taken by the State Member in relation to that conduct or failure.