

The future structure of SCAS – Member Survey 2019

Introduction

In 2017, the SCAS AGM agreed to move SCAS towards incorporation to provide a more secure basis for holding SCAS assets and to provide additional legal protection for officers and officials doing their job. The Resolution allowed Council to investigate possible legal forms and to make arrangements for incorporation at a future meeting.

To help develop an appropriate structure, SCAS circulated a discussion paper in March 2019, describing the principal options and seeking opinion on the advantages and disadvantages of each. This was circulated to Counties, discussed at the AGM in April and placed on the SCAS website. At the same time, an online survey was initiated to gather a wider range of responses to the same general questions. The survey directed potential respondents to an online copy of the discussion paper for detailed information.

This paper provides a summary of the responses to the survey, as well as a complete list of all free-text comments.

NOTE: This paper is for member information and does not attempt to draw conclusions. The summary will, however, be reviewed by SCAS Regional Council and the Regional Executive and the responses will inform future constitutional change.

1. Survey timing and response

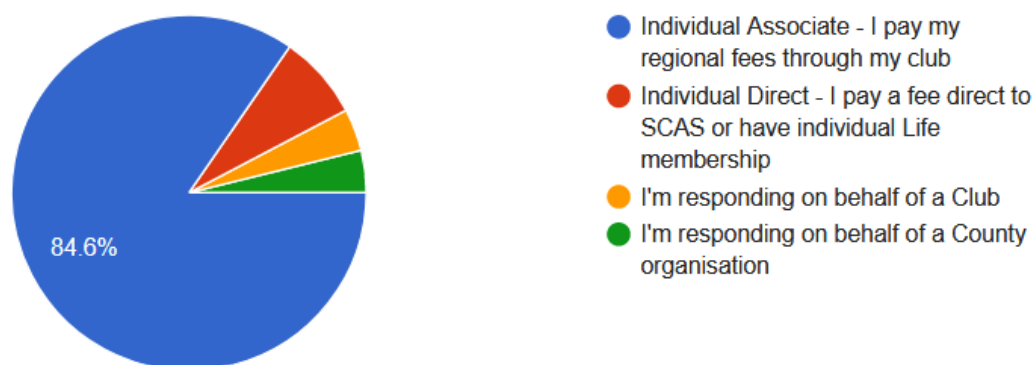
The Survey was launched on 30th March 2019, by email invitation to Council members and Counties for onward transmission. The survey link was also published on social media around 10th April. A total of 104 responses had been obtained as at 30 June 2019

The survey included questions on respondents' roles; the results of these are given below.

2. Respondent types and roles

SCAS membership status:

104 responses

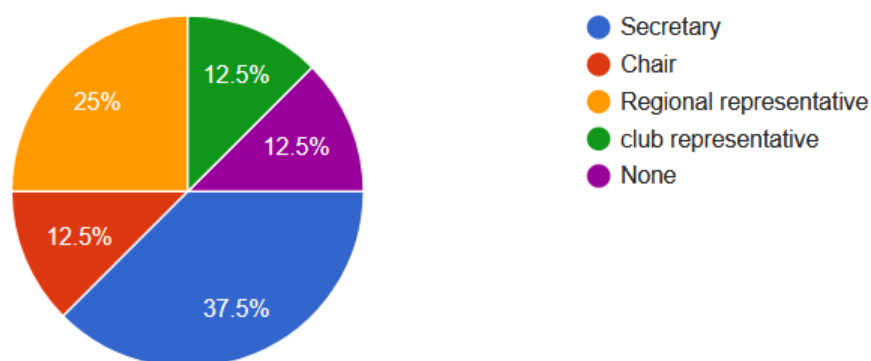


I'm responding on behalf of a Club	4
I'm responding on behalf of a County organisation	4
Individual Associate - I pay my regional fees through my club	88
Individual Direct - I pay a fee direct to SCAS or have individual Life membership	8

The majority of responses were from individuals, rather than club or county representatives.

Role in organisation

The eight respondents replying on behalf of an organisation were asked about their role:



(12.5% corresponds to one respondent)

3. Membership models – preferences

Question text:

“There are three main options for future membership structure: a County-centred model; a Club-centred model and an Individual model. All would make every affiliated archer in SCAS an active member but they differ in how fees are set and collected and in AGM voting rights. Details, and some of the pros and cons, are given in Part 2 of the discussion paper at http://bit.ly/SCAS_discussion_2019.

We are seeking views on each of the main options, and on which option you prefer.

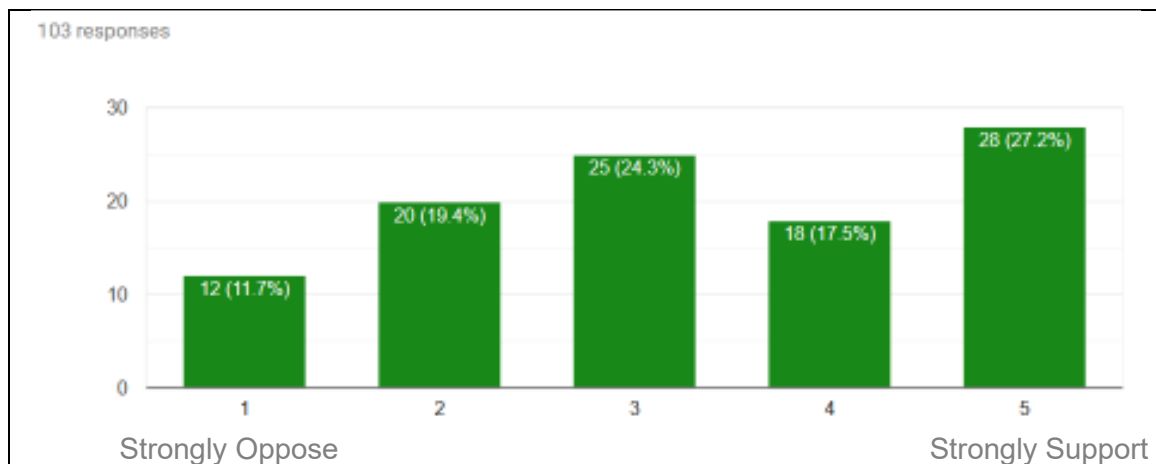
For each option, we ask for your preference (on a scale from 'oppose' to support'); after that you will be able to add any comments you have on each.”

Following a brief description (in quotes, below) respondents were asked to indicate support for each model on a scale of 1 (strongly oppose) to 5 (strongly support). Response summaries are given below.

In addition to the “strength of support” questions, respondents were able to make free text comments on each membership option and, additionally, any general comment on membership structure. The free text responses are provided in full in Annex 1.

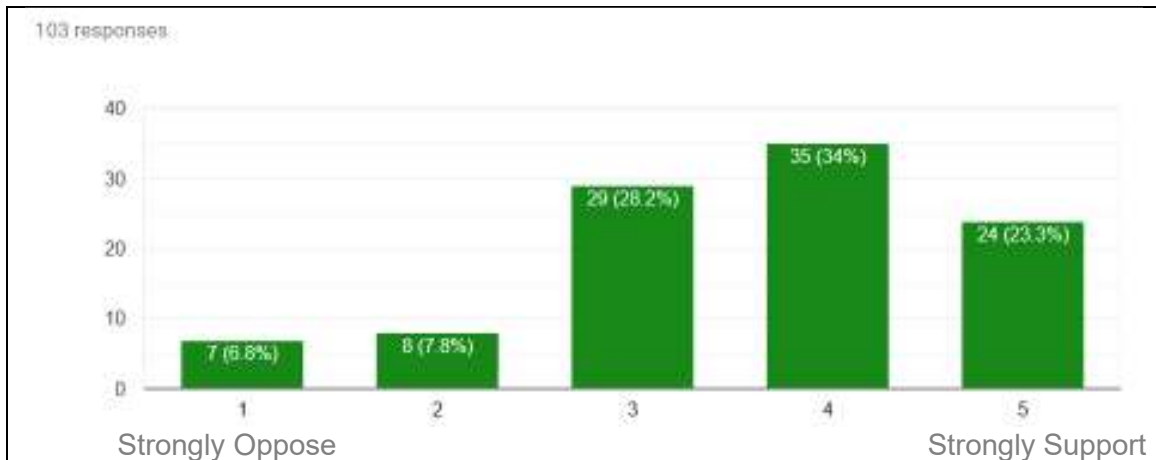
- **Individual model**

“Each individual person is a Member. Fees are collected from individuals annually, initially through club and county as at present. Each person has an equal vote at the AGM. Clubs and Counties have no vote at the AGM but are considered to be affiliated and can transmit views through Regional Council.” .



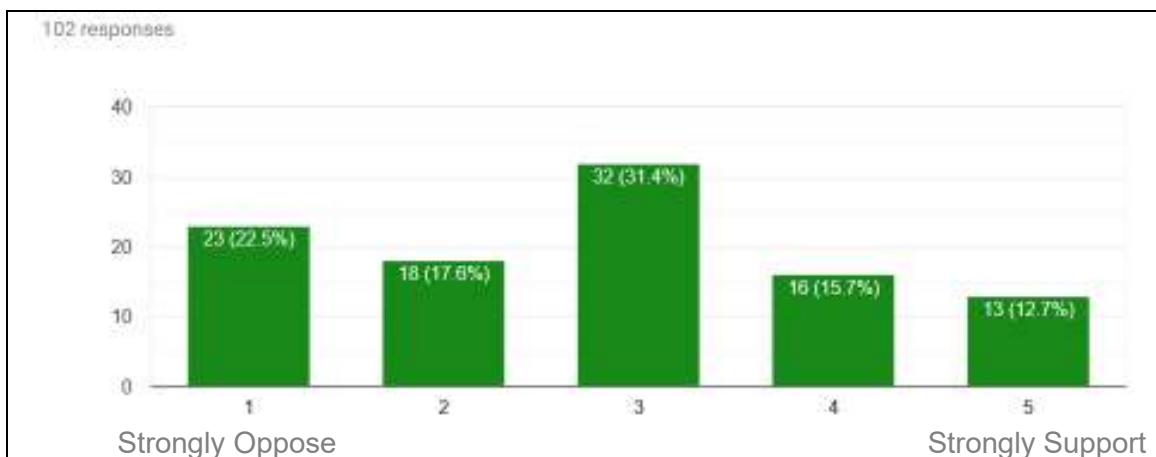
- **Club model**

“Clubs are the principal membership unit, with all club members regarded as SCAS Associate members, as at present. Fees could be set at a fixed fee per club or could continue to be set on a ‘per head’ basis as at present. AGM voting could be 1 per club or (as in past SCAS constitutions) based on size of club.”



- **County model**

“Counties are the principal membership unit and county representatives would carry a vote at the SCAS AGM. Clubs in member counties would automatically be SCAS clubs and individuals in those clubs would be SCAS associate members, as at present. County membership fees would probably be based on a rounded number of archers in each county. Individuals would contribute a similar amount to the present associate member fee, via their county and club subscription.”



4. Governance

Respondents were asked a number of questions about the Governance structure of a future CIO. Questions and responses are summarised below.

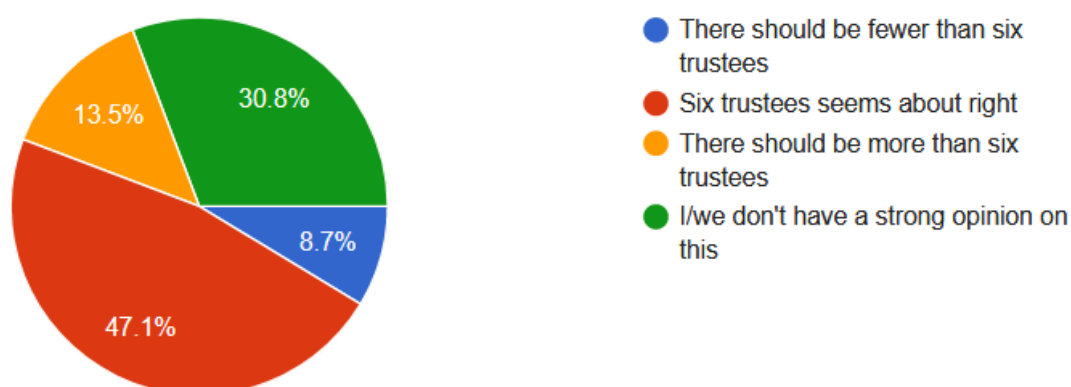
4.1 Number of Trustees

Question text

“The Charity commission requires a board of three or more Trustees. We currently suggest appointing six. Does this sound reasonable?”

NB: An “Other” response was available and was followed up; see below

104 responses



Follow-up on “Other” response to 4.1

Question text:

“You said you think there should be more than six Trustees. Approximately how many would you suggest?” [Options: Nine; Twelve; Other (free text)]

13 responses

Twelve	3	
Nine	7	
One per county affiliated to SCAS	1	
13. Chairman + 12	1	
7	1	

On “Other”

“Please give a reason for the number you recommend” [Free text]

Responses are listed below. The respondent's suggested number is included in square brackets.

- [Of 9] There should be a sufficient number of trustees so as to allow each official (president, chair, secretary, treasurer) to have someone shadowing their role or at least part of their role, so that continuity of experience/competence can be maintained through rotation of roles.

- [Of 7] 7, 6 is about right but it does mean if a decision has to be made in governance it can be a no decision one, 7 means you will always have a decision if all vote
- [Of 12] 12 would allow a more balanced board
- [Of 9] This is a manageable and reasonably representative number for a large organisation. It is sufficient to dilute any one person's influence.
- [Of 12] Needs enough to be sure one county does not have total control
- [Of 7] Odd number for voting
- [Of 9] Six is too small in my opinion. Nine seems more appropriate. If trustees are distributed. Twelve is a little high
- [Of 9] Trustees are on a three year period retiring in threes is logical
- [Of 13] So that there is never a tied vote
- [Of 9] Individual members need to be strongly represented, that means, say, 4 trustees. Add two each for county & clubs, plus chair = 7-9. More than 9 is unwieldy and decisions difficult
- [Of 9] Too small a number and options/opinions are less.
- [Of 9] Smaller number could lead to despotism

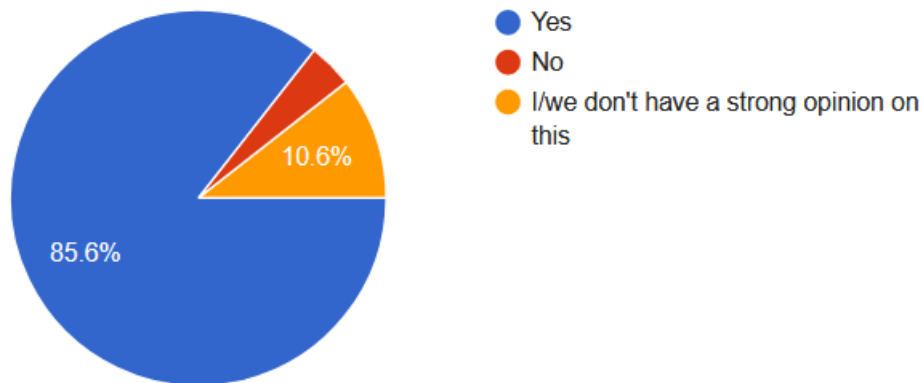
4.2 Regional Council

Should SCAS retain a regional council?

Question text

“Should SCAS continue to have a Regional Council formed of County Representatives?”

104 responses



Follow up on “No”

“What would replace Regional Council?” [Free text]

4 responses

- Senior management team elected at the AGM
- For counties to answer directly to ArcheryGB, not dilute it with further 'management' structures
- Abolish regional organisations.
- A centralised small council of 5 resented by individuals put forward from any region (maximum one candidate on committee from any one region) one year seat and then no return for three years so that establishmentarian failings are avoided. For the benefit of archery and the individuals who wish to pursue the sport without the bureaucracy of ivory towers.

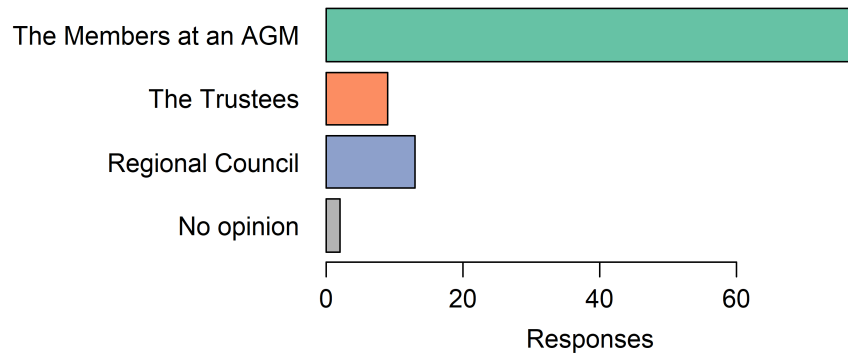
4.3 Roles and responsibilities

Question text:

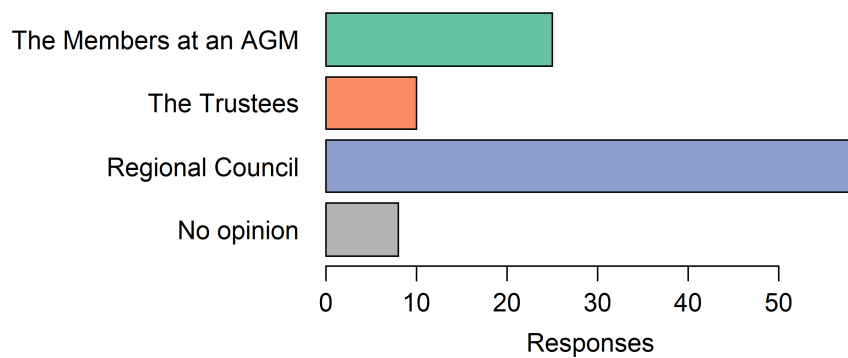
“Who do you think should be responsible for the following appointments and decisions?”

Respondents were given a list of decision areas. Options for response were: The Members at an AGM; The Trustees; Regional Council; No opinion

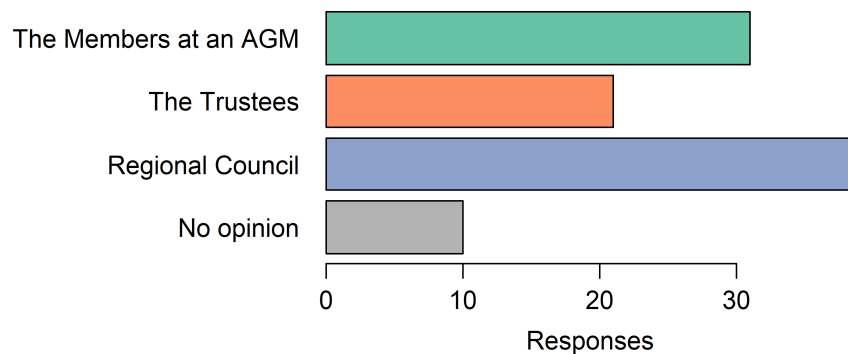
Appointing Executive Officers (102 responses)



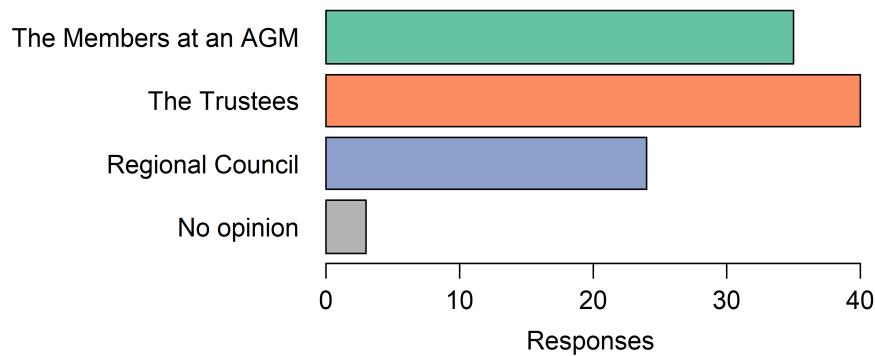
Appointing Tournament Organisers (102 responses)



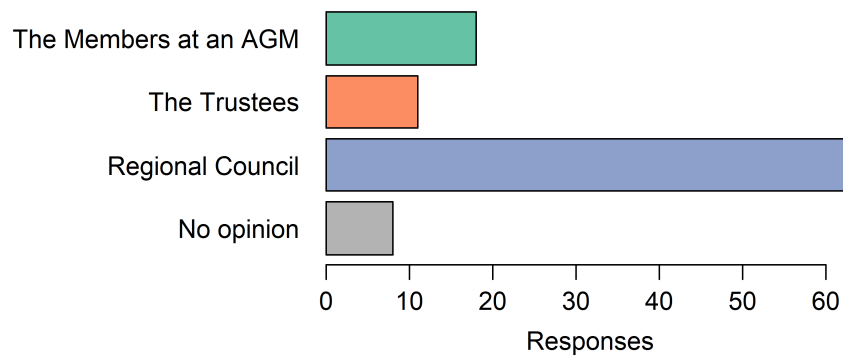
Appointing other officers (101 responses)



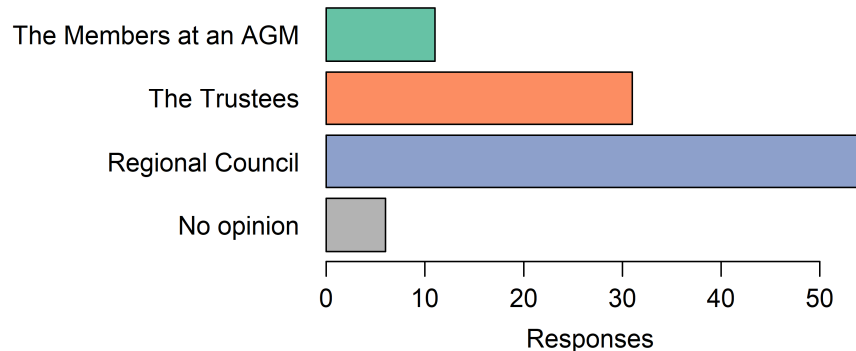
Setting financial and other policies (102 responses)



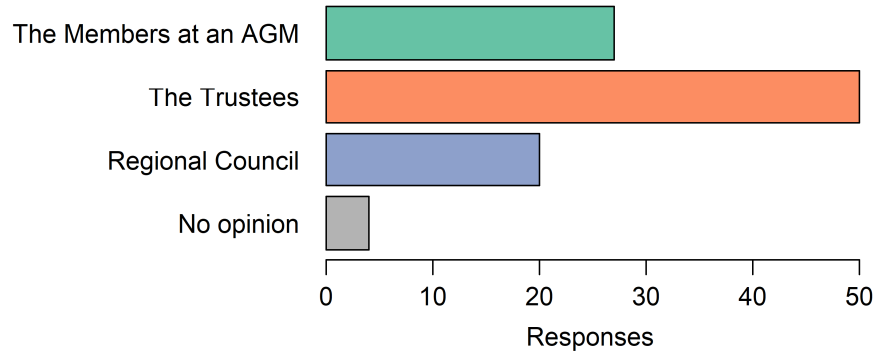
Deciding on SCAS Tournament arrangements (101 responses)



Allocating small grants (102 responses)



Allocating large grants (101 responses)



4.4 Further comments on governance

Question text:

“Add any other comments you have on Governance, including (for example) roles and responsibilities, the composition of Regional Council, or the appointments” [Free text]

Free text responses to this question are provided in Annex 2.

5. Any other comments?

Question text:

“Add any other comment you wish on SCAS incorporation” [Free text]

Free text responses to this question are provided in Annex 3.

6. Any questions?

Question text:

“The discussion document includes answers to many several questions. But are there any other questions you think we need to answer before going ahead?” [Free text]

Free text responses to this question are provided in Annex 4.

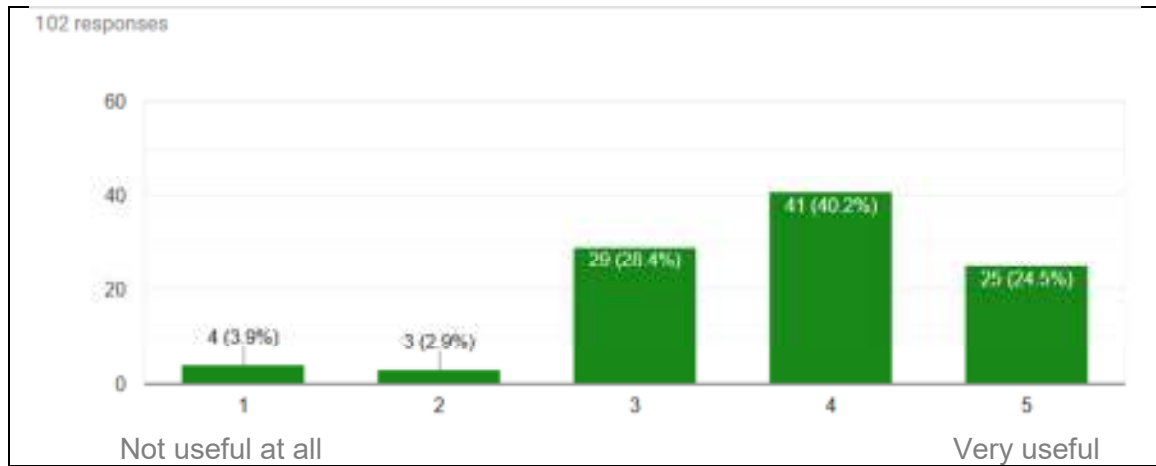
7. Survey evaluation

Thoughts on this survey

Question text:

“Do you think this survey was a useful way of providing your views?”

[1-5 scale; 1=Not useful at all – 5=Very useful]



Annex 1: Free-text comments on membership structure

Question: "Add any comment you wish on each of the main options - and particularly on why you would prefer one over another. You can leave these blank if you have no comments. You can add general comments below as well."

NB: Comments are given verbatim, without editing.

a) The individual membership model

- People already complain about the costs of both regional & national archery bodies. Unless there is clamour from individual members to have this and enough people willing to be involved as individuals, I don't think it will work.
- greater administrative effort for tracking individual membership
- Would be hard to collect all the subs if collected from individual members.
- Forsee a lack of engagement from many members
- Currently participation in the region is poor at an individual level, I like the idea that they in theory they could feel more involved and communicated direct from region, as being passed down the chain of county - club is a bit old fashioned and out of date with the use of social media and electronic communication methods. The negative side is the administration costs behind it all.
- More control for the individual.
- This would be my preference. The only downside being how many members would actually vote.
- Making the assumption you need to be present to vote as is the only logical option you will only get officers and those with polarised views or vested interests in decisions, likely not reflective of true membership feelings.
- Could be dominated by a few large clubs to the detriment of small clubs
- Best option
- Democracy in action. Archery GB is moving towards this (I attended the AGM last week) and it seems appropriate to copy their model. An electronic voting system should not be difficult, I do such voting for my professional memberships at work and this feedback route. AGB picked 5% of membership as a quorum at the AGM.
- Too admin heavy
- It is important for the future of the organisation that it be driven from the bottom up and not in a disconnected manner from the top down.
- Unwieldy
- Given the lack of interest of most people in the administrative machinations, best left as now to those with some inclination to be involved
- Would rely on individuals which is unreliable, I expect we would lose members.
- This seems the most democratic, however if individuals do not cast their vote it does not work.
- I don't think individuals should have to join by default. I personally get nothing from county
- Perhaps a way around the costs for administration is to have everyone default to using their club secretary as a proxy unless they opt out...
- Too many members to manage at this level
- Not convinced there would be greater individual engagement, especially from recreational archers. High admin cost/time
- Lots of work for little gain, most individuals don't really care about the whole region

- This would be costly to administer and logistically expensive. The majority of club members are not interested in voting at the regional level
- Although, at first glance, this looks a good method, decisions at AGM level could be swayed or controlled by those able to attend the meeting with changes to motions and proposals on the day rather than letting the views of the majority prevail.
- Closer relationship and ties with clubs and it's members, as it should be.
- Most members are not interested in this level of administration
- Unworkable from AGM quorum point of view ?
- The functions of SCAS aren't intended for Individuals, it tries to represent a collective view of a large number. Occasionally concerned with individuals but overwhelmingly concerned with providing services (like Coaching) for majority. SCAS hasn't got the infrastructure to to respond to a large number of individuals. The idea of a quorum of 20 or less at an AGM being a fair representation of 16,000 individuals will bring accusations of croneyism and elitism (but will actually be due to apathy).
- Not practical given the number of archers involved
- One person one vote is probably best.
- More flexibility for members to express control
- This ensures equality across all members of SCAS
- This seems the best model, but not sure it's worth the admin costs
- Not ideal but best of the three options.
- The one member one vote model is aligned with Archery GB and helps to avoid gerrymandering by strong individuals in a select few big clubs.
- The argument of admin costs is not legitimate in this digital era. A fee paid online by members and processed by machines isn't going to require additional charges in fact it should be cheaper.
- Sure source of comokex management, least preferred option.
- Price is a turn off
- We see at National, County and Club level little desire to be individually involved
- Can see being to expensive for individuals and possibly to many voters.
- It is important that SCAS do more than support counties/clubs. E.g. invest in training facilities greater than a county alone can manage. This is best achieved via direct engagement with SCAS's constituents - not diluted via intermediaries.
- My preferred option but if costly and not everyone votes it wastes time and money.
- A lot of people that take up archery and thus become affiliated to scas will give up archery in their first year. Clubs on average will lose 25% of membership when club renewal time comes round.
- Perhaps only members who have been members for a full 5 years and over should be able to cast a vote thus cutting costs and more importantly might actually vote and vote with some knowledge of the sport."
- Majority of members would prefer the club to answer on their behalf
- Each member has a vote.

b) The Club-based membership model

- Most of the organisation of archery events happens at local level. It seems the appropriate level at which to draw members involvement into SCAS thinking and decision-making.
- clubs are the administrators of their members, and control of GDPR data
- Best compromise between county/individual
- I feel this is the better workable option, fee's would need to be considered to ensure a small club (or newly forming club) is not disadvantaged by a smaller number of members.
- Clubs would have the ability to charge and increase charges, may make it unfeasable
- This could work but would involve clubs putting proposals to their members then responding to the club's general consensus. But this could then lead to delays in getting anything decided.
- This I think would give a balance to what clubs need by way of a regional representation
- Clubs able to bring average view point of their members to vote on giving you a more largely reflective view on membership opinions
- The best case
- This is the one I am in favour of.
- An indication is that I have not attended a SCAS AGM, but have an AGB one. This may raise awareness of SCAS amongst my club
- Happy
- This dilutes the sense of belonging and is vulnerable to a protectionist approach where the same personalities continue to imprint upon the solution.
- Club reps should know the feelings in their own club
- If it ain't broke, don't fix it!
- The Club is a strong body able to rally its members and is likely to produce the best results.
- I prefer this to the individual model
- Also too many members to manage this
- Good and potentially more rounded in future
- Clubs should be able to express their views which may be outside of those preferred by their affiliating county
- This seems to be a good compromise as to the two extremes of memberships and a fair way for those clubs who have an interest in the governance of the Region to have a say
- Reduction in membership contact begs the question 'why have SCAS' at all
- Already organised to represent members views
- Need to have AGM quorum limit of no more than 20 ? Currently not enough distinction between and AGM and a council meeting eg attendees the same ?
- Clubs are not generally in touch with one another region-wide, and very few would send delegates or be involved in Regional Issues. 300 clubs is more manageable than 16,000 individuals, but the bulk of the most typical clubs (50 members, using School or Local Authority owned premises) likely to be unrepresented. Clubs however are directly connected to the individual members.

- The Club-based model, with per-capita fees collected through Club and County as now, represents an economical solution which provides sufficient opportunity for the views of individuals, through their clubs, to be heard at the AGM.
- Preferred option
- No comment
- Difficult to set a fair fee scale per club as this would require equal club membership numbers
- Probably most logical, as most archers interact with clubs
- Too remote from members
- Complications arise for the club to administer and fund a solution
- Possibly a better tradeoff between structural simplicity and members involvement
- Seems the most viable option
- Are the clubs actively engaged with SCAS that they would vote or see value
- Best of the three, so long as club representative acts within the wishes of the club.
- Against this option as clubs don't always ask how their members want to vote.
- I have heard several times the club member who will cast the votes for the club say they will vote as they want to! Not just one club either.
- This method can then be reduced to one members opinion and what is the point!"
- Committee members better understand the role of SCAS
- Only majority of club members vote is counted

c) The County-based membership model

- There is a lot to be said for the overall county support structure, and maintaining that is important but most of the engagement from individual members comes at club level, not county level.
- County to elect representatives but votes from clubs.
- "Participation in the regional activities tends to follow counties, as those volunteers involved will use their contacts. (Perfectly natural and in most cases for the good of the region) The shift of activity or influence changes over the years between different county areas, depending on who is representing the region, and what facilities are available at what cost.
- I would be concerned under a county based model, a small county could become the largest voice in the room and dominate for their own benefit. Equally the opposite can occur where the largest (or most represented) County prevents efforts from smaller counties."
- Not if decided by County Committee.
- Too large to be easily reflective of wider view points, on closely contested issues in membership this model may obscure that with narrow wins in counties showing membership is 80 % for a decision by county but actually only just over 50% if you asked members or clubs separately
- The larger clubs in each county could impose themselves to an ever greater extent than they do and take over.
- Happy
- A more remote version of the club model
- If it ain't broke, don't fix it!
- Counties suffer from lack of organisational support I doubt this extra admin will be appreciated.
- Works as now, no need to change

- Sounds basically the same as now regarding voting
- This makes connection to region remote
- This is at present and, as a member of a county who could only be bothered to attend any Council meetings on rare occasions, my thoughts and ideas have never been represented at Council.
- Further support a question as to 'why have SCAS' at all.
- A little too remote from most members
- How would AGM be distinct from council meetings ?
- Counties may not be doing very well, but they do have infrastructures in place to gather the views of clubs (and to try to encourage clubs to be more active at county and region level). They tend to have meetings more frequently and deal with lower-level issues. They therefore have the potential for good representation of individual views. And the fact that Council comprises County Representatives with only very occasional attendance by individuals shows that is where the level of interest lies. If the Quorum for GMs was 50% of the counties, meaning a easily-achievable quorum of 7, that would still represent about 8,000 individual members.
- It seems easiest and fairest if each county has votes equal to the number of its members - requires no calculations. But if it helps to round the numbers, it would be not be of any great significance."
- County to continue to be represented at Council and AGM
- I am concerned that a block type vote system may be a bit like the trade union system, of the 70's & 80's. The stronger voice gets its' way. Could be problematic!
- Even more difficult to assess fair fee scale as it would be left to each county to proportion the costs
- Counties should only (and will only) pay for those members who have paid, not an amount based on previous or projected figures.
- Not a good idea - archers gave limited interactions with counties
- Too remote from members.
- Meaningless and closed minded looking to force a situation that does not have any need or have any benefit other than to the body in charge
- Second best option.
- Counties do show interest and help to break down the structure
- I think this is too broad a spectrum and could possibly not set the views of the individual/clubs.
- This option would remove SCAS even further from individual archers, most of whom have no engagement with their County.
- This is my second option.
- I have more faith in a county vote even though it could end up as one persons opinion. I am hoping that vote will be made by someone with interest and experience in the sport."
- Too far removed from the members
- Does not follow individual choose necessarily.

d) General comments on membership structure

- May as well do the county based model as in my experience the individual is generally ignored by County and Regional.
- Can a workable hybrid version between County & Club be identified (Proportional club / county representation?)
- Has anybody done any research into how other sports are structured at regional level? Tennis, Badminton, Table Tennis, Golf, Fishing, Hockey, Cycling, Boxing to name a few? What structure do they use and how do the clubs, counties, grass root members think about it. If your able to share any case studies that could help with 'what it could look like'"
- Quite happy as it is now
- Members should all have the same fee.
- SCAS is seen and in many ways operates in remoteness to the typical club who account for 99% of archery members
- If it ain't broke, don't fix it!
- With a Region the size of SCAS it will be difficult to get a fully representative structure. There will be physical restrictions of meetings with Club or Individual structures with having to find a venue capable of holding meetings that can accommodate all potential attendees. Somehow there needs to be a pressure on the Counties, if that model is chosen, to attend and be represented on the governance of the Region. Maybe, if a County is not represented over a membership year, that Counties members are not permitted to enter under the Counties name at Inter-County events
- Get out there and build relationships with the members.
- If the membership comprises Counties, that tends to exclude the Independent Members. A way to solve this could be a 'Notional County' comprising all the Independent Members. Voting rights according to number of Independent members, and members would have to be canvassed for their views, and there may have to be a returning officer role to manage the votes and work out the majority view.
- In an ideal world I feel that the Individual member option would provide the best forum for individual archers to take an active part in the running of SCAS. However I also believe that this would prove to be to costly for alot of members. As a result I would support the Club based model as this wold provide a suitable format of most archers to be involved.
- For the great majority of individual archers the Club is the most important organisation, and is the one which provides links to County and Regional bodies. This structure has served well, and we can see no need to change it.
- No comment
- The down fall of information from SCAS to individual members is at present poor and individual contact would improve communication, however this would be difficult to manage. Inclusion of individual memberships with information disseminated back down via County Newsletter with a SCAS portal available for return of comments would make individuals feel empowered and make SCAS feel more accessible.
- Counties will not be able to calculate easily a pro rata figure to cover SCAS, Leave it as it is
- I think scas should be abolished. It is an unnecessary layer in the administrative structure of the sport.
- The individual model will work best with the opportunity for online engagement and voting directly with members.

- Membership to SCAS is individual and should remain so. The means to facilitate it are easily available to the SCAS committee and should be a cost saving for members in every sense, time, fees, admin. Complicating the membership process for the individual for the benefit of a group of centralised minded individuals is a failing of short sightedness and self centred importance.
- What does SCAS do for the individual members? I think SCAS is a bit invisible!

Annex 2: Further comments on governance

Question text:

“Add any other comments you have on Governance, including (for example) roles and responsibilities, the composition of Regional Council, or the appointments” [Free text]

Free text responses to this question are listed, verbatim, below.

- The Trustees appointed, should have roles where you are looking for particular skills or knowledge, to support the regional aims & goals. These should be reviewed each two or three years and if necessary changed. They should not all be focused from the same local geographical area and an attempt made for representation from the wider region. (I appreciate that this is not black & white which is why I used the word attempt, as skills and knowledge could be a better option)
- The trustees appointed should not be made up with more than 1 person living at the same address or related to one another. Consideration should be made to limit the numbers from the same club or county? (eg. No more than 1 person from the same club or no more than 2 people from the same county)
- All trustees should publish a statement referring to where their interests exist. Chairman of Club x, Treasurer of county Y, Self employed coach, Owner of archery retail shop etc. etc. This is make their involvement transparent and to allow for any conflicts of interest to be managed by the board.
- In some cases maybe the individual would be better suited acting in an advisory or observer capacity.
- Just for Information - The voluntary Charity Governance Code suggests a board of at least five but no more than twelve trustees is typically considered good practice.
- Nice to know who is standing for nominations as executive officers for chance of input at AGM. Otherwise what's the point of it?
- Major policies should be voted on, if the trustees are dedicated to put themselves forward, then they should be trusted to do the job.
- I would like to see a complete refresh of the executive officers as part of this exercise.
- No thoughts
- This is irrelevant to how I shoot!
- Trustees and all officers should have to change ever 5 years as a max
- Large grants should be a matter for discussion between the Trustees and Council, with Council saying they'd like to and the Trustees saying whether it's possible.
- Non executive officers to be appointed by council
- Trustees should be able to overrule council if council decisions go against the regions constitution. Constitution can only be amended with approval of both council and trustees.
- Trustees could be appointed from outside the organisation if there are not enough volunteers.
- No comment
- I consider both the regional Council and Trustees should be involved in major financial and other policies with Region putting forward a proposal and the trustee acting as oversight. Any high level expenditure would be difficult to obtain a consensus from the members but a majority system at least would allow members to have a say.

- ArcheryGB are so out of touch with grass roots archers, due to the current structure. They are not interested in listening to issues of members. Unfortunately with the current model, county say its regional, regional say its AGB, who in turn say its county. No one is prepared to actually deal with the members enquiries and as such go unanswered. SCAS have never responded to any queries I have made, AGB just argue and shout over you and County just don't do anything. generally, ignore them and they will give up
- All allocating of grants should be delegated to a small group (possibly the trustees, but could also be a sub committee of the regional council) who work with in a policy framework and budget approved by members.
- Trustees should be appointed by all members via an online ballot process with the results announced for ratifying by members at the AGM. Once appointed for a term of one year the trustees are responsible for the rest with support from their SCAS team (staff of no more than 2 per trustee). The post is the surrendered at the end of the year and the same individual return to post for three years. If not enough trustees are put forward then the SCAS system has an issue to address and not just appoint the same people year after year.
- How do you expect people to vote, if they don't know what's going on or don't care?
- Positive engagement of all stakeholders can best be achieved via the Trustees and, say, 6 or so others forming a General Cttee that works together on all substantive business. Only when a few formal decisions need to be made would the trustees only decide. Most decisions by such-h a General Cttee. I've voted for a "Regional Council" above as that's the closest you're offering to such a structure.
- Not really in favour of a select few just deciding on their own. Depends on their knowledge and experience and if they have sought guidance from others in the know.
- Agree with proposal that trustees serve no more than two consecutive terms
- None

Annex 3: Other comments on SCAS incorporation

Question text:

“Add any other comment you wish on SCAS incorporation”

- Thank you for reviewing the structure, and hopefully making the future of SCAS better suited to modern times.
- Nominations for executive officers published (Archery GB mag.?) Members have more say in electing officers. Same goes for County level (not in mag. though)!!
- I suspect that this would be an unnecessary area of discussion if SCAS was not holding a considerable reserve of funds with associated responsibilities for that.
- The purpose of SCAS must surely be to promote our sport, support clubs and individual archers and not to act as an investor. The money held belongs to current and previous members and should be in the sport, not in an investment portfolio.
- As an organisation, it is virtually irrelevant to individual, grass roots archers in the region and this is in part because it is invisible to them, both through poor communication and it's influence on the ground. Our sport is facing real challenges including bringing in and retaining new participants as well as plummeting attendance at competitions, so rather than presenting us with a complex document about something that makes no difference to grass roots archers, this survey might be more revealing if it asked us about our views on the role of SCAS in meeting those challenges and even whether it should exist at all.
- If the VAT exemption benefit of a CIO was available somehow to all local clubs, i.e. to help with buying new or replacing existing equipment, without the burden of VAT, then it is a good thing.
- You should ask why archery considers regions necessary. Other sports do not have such an intermediate layer.
- Are the drivers behind incorporation overstated? In many ways the responsibilities and reporting are more onerous than in an unincorporated society, and the liability of officers and officials is in practice not mitigated by incorporation - trustees and officers still have the same duty of care and are subject to the same litigation remedies for illegal activities, fraud and mal practice.
- Take a broader view at what makes archery welcoming and inclusive and how it can be facilitated better at grass roots, supporting setups and clubs rather than top heavy bureaucracy. Simplifying the process is better than just making it easy for the SCAS centralisation.
- I don't think that in general the average archer knows what SCAS does. SCAS are guided towards promoting the sport, how is this done? where and when? To be affective, more people need to know and see what SCAS does.
- You MUST invest your financial reserves in developing the sport. A "Lilleshall South" facility with 70m indoors would be a major benefit to the archers in the SCAS area (who, I think, are the majority in AGB?). Such facilities already exist in Lee Valley and Crystal Palace and can be rented
- It does look like the CIO is the way forward.
- With re-vamped structure of Archery GB we question the need for the regional organisation in its present form
- None

Annex 4: Any questions?

*Question text:*¹

“The discussion document includes answers to several questions. But are there any other questions you think we need to answer before going ahead?”

Free text responses to this question are listed, verbatim, below.

- Non of this answers what is scas for or what it does to promote grow archery etc
- Confused by the grammar of this question? (many several?) Are there any other benefits to individual clubs becoming a CIO?
- Communication with the members either directly or via clubs appears to be very low on the agenda. Most of my own club were not aware this survey is out there. SCAS need to ensure that the membership is part of the organisation not just a means of finance.
- Why does SCAS exist?
- See above
- Who formulated the proposals for the three models? Was this undertaken as a review internally or as a research project? Whee is the driving force behind this perceived need for change?
- What are you doing to promote Archery in the region that justifies such a large financial surplus?
- Note

¹ A typographical error in the question has been corrected; extraneous word “many” removed..