



## Introduction



The last 12 months have been a really exciting time for Scottish Archery allowing us to further build on the structural changes that had been made to the organisation over the previous 24 months.

In the 2016 Annual Report, mention was made of the fact that the Board had undertaken a Development Audit with **sportscotland** as a pre-requisite of potential funding for the current four year cycle starting March 2017. The outcome of the audit is that Scottish Archery achieved a status of 'Satisfactory (With Comments)' which was the outcome that had been planned for as the previous audit in 2014 had 'Performance Improvement Needed'.

This is a significant achievement in only 2 years. Scottish Archery is due to have a further audit in 2018 and time will have to be spent over the coming months in preparation for this.

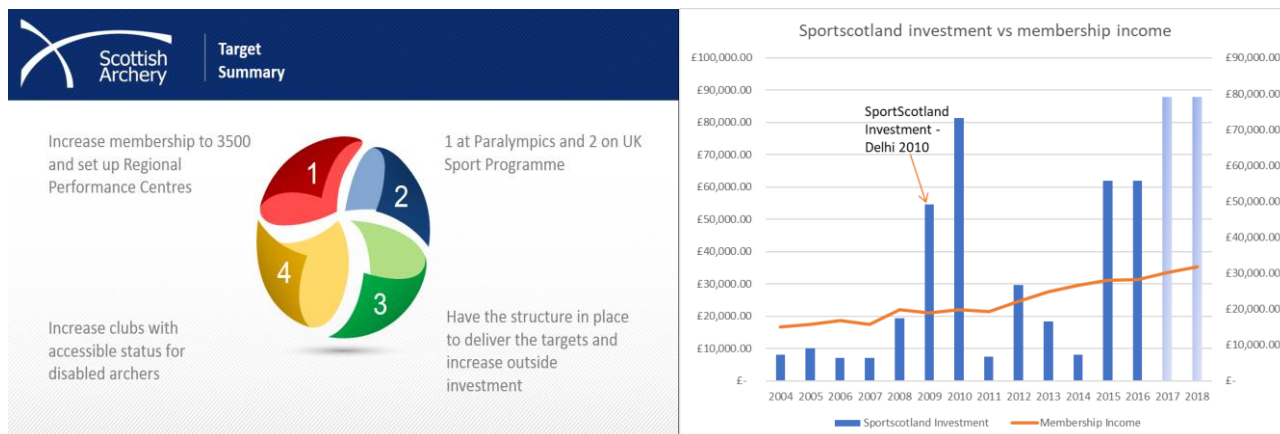
At this time last year we had one full time member of staff funded by **sportscotland** on the back of a record investment in our sport from them in the previous 12 months, plus a part-time outsourced Administrator. As presented to the 2016 AGM, we aimed to address this and grow our sport by seeking funding for additional staff in order for Scottish Archery to meet the growth aspirations that the Board has for our sport.

Throughout the last quarter of 2016 a significant amount of time and effort had been spent creating a four year strategy and an operational plan for delivering that strategy. This was then used as the basis for presenting to the **sportscotland** Investment Panel in November 2016 where Scottish Archery requested a significant increase in funding to help in further developing and growing archery across Scotland.



It is fair to say what was presented to the Investment Panel was a bold and aspirational plan that would require significant investment to achieve. We were subsequently advised that an investment in principle of

£350,000 over a four year cycle had been agreed with a confirmed investment of £88,000 for the 12 months to March 2018.



This represents **an increase in investment of 42%** for the current year, which against a backdrop of **sportscotland** having a 20% reduction in funding from the Scottish Government in this year, must be seen as a major achievement for our sport. This has enabled us to keep our full time employee, to bring on board a new part-time Club Development Officer who joined the team in August 2017 and to bring in-house our Administrator. In addition, the Board took the decision to employ a Chief Operating Officer on a part-time basis to ensure that the organisation runs as effectively and professionally as possible.

All of the above has to be viewed in the context of the Board of Scottish Archery working hard to ensure that the organisation works within the appropriate Governance Framework as this is a pre-requisite of successful funding applications.

### Membership Numbers

One of the key concerns of the Membership/Financial year is that while we had anticipated and planned for an increase in membership for the year ending at the end of September, we have actually had a fall in membership from the 2015/16 membership year. This is the first reduction in membership that Scottish Archery has seen for many years. On analysis, it has been identified that this decline is directly attributable to the decision taken at the Archery GB 2016 AGM to remove En Bloc fees for Junior and Disability Clubs as well as a change in approach by the Archery GB Office in relation to registering students at University and College clubs.

With the employment of our new part-time Club Development Officer we aim to provide support not only to those existing clubs that wish to grow and develop but also to identify and support new clubs that we wish to attract into membership and affiliation to Scottish Archery.

We are also working closely with other groups such as Scouts Scotland to introduce new participants to the sport and to develop and grow clubs with a scouting focus. As a consequence of this, (and while we did not achieve the membership numbers for the year ended 30<sup>th</sup> September) we were delighted to sign up our first Scout Group Club on the 2<sup>nd</sup> October 2017 with a membership of almost 500 new archers/members.

Over the course of the past year we have also welcomed a number of new clubs into Scottish Archery:

- Scottish War blinded,
- Tweedale,
- North West,
- University of the West of Scotland,

- Eastwood and Mearns Scouts (at the start of the 2017/18 membership year)

Sadly a number of clubs have also disbanded or not re-affiliated over the past year. Where possible our Club Development Officer will engage with such clubs to see if they can be brought back into the fold.

In order to make our sport as inclusive as possible the Board of Scottish Archery were delighted to introduce the **Hardship Membership Fee Reduction Scheme** for the start of the 2017/18 membership year (<http://scottisharchery.org.uk/get-started/membership>). This is aimed to reduce or alleviate potential significant financial hardship in order to support individuals to take up archery or to continue their participation in archery in Scotland and can be used in conjunction with the **Archery GB Fee Waiver Scheme** (<http://www.archerygb.org/document/hardship-membership-fee-waiver-scheme/>) to significantly reduce overall membership fees for those in potential financial hardship. We would recommend that anyone who is interested in participating in these Schemes contacts our Chief Operating Officer for guidance and support: [michael.mather@scottisharchery.org.uk](mailto:michael.mather@scottisharchery.org.uk)

### **Club Development Conference**

The Board of Scottish Archery are very keen to assist clubs in growing and developing their membership and to reduce the number of people who leave the sport. We know that Club Development is an issue across many sports so Scottish Archery were very pleased to host a Club Development Conference in September of this year in conjunction with Badminton Scotland at the newly re-opened Inverclyde National Training Centre. We hope that this will now become a regular event where there is the possibility of sharing joint issues and best practice across a number of sports and clubs.



### **Joint Strategy with Scottish Disability Sport**

Archery is recognised as one of the most inclusive sports there is as it is one of the very few sports that has the ability to have those who are able bodied and those who have disabilities to directly compete against each other. We will continue to work closely with Scottish Disability Sport to identify new opportunities for further developing archery in Scotland to **'make sport limitless'**. To this end Scottish Archery are working to develop 'Accredited Accessible Clubs' to provide a pathway for individuals with a disability into a suitable archery club setting and were delighted to have our first **Disability Lead Club ~ Falkirk Company Of Archers** announced at the end of September. *Toni Smillie, President of the Falkirk club said "we are delighted to be the first Disability Lead Club in Scotland and to work on this exciting partnership with SDS. This will increase our own knowledge and experience of disability and help us demonstrate the inclusivity of archery"*. We also continue to work closely with Scottish Disability Sport to identify and nurture new talent and develop archery opportunities.



In addition to our relationship with Scottish Disability Sport we continue to develop our relationship with Scottish Student Sport with the aim of increasing participation across as many Universities, Colleges and places of Further Education across Scotland as possible.

Building on our desire for archery to be seen as the most inclusive sport in Scotland, Scottish Archery continues to work closely with other bodies to ensure that we strive to attract new members from across all areas of society in Scotland. We were delighted in 2015 to have signed up to the LGBT Charter for Sport in Scotland and over the past 12 months we have been working to further develop and enhance our understanding of the particular needs of this community.



### **British Transplant Games**

The British Transplant Games were held in Lanarkshire in late July and it was fantastic that not only did Scotland have a good turnout of competitors, but also that so many members of Scottish Archery volunteered their services to make the Archery Competition at the games such a great success with more than 140 competitors participating.



### **Soft Archery**

One of the key strands of our ongoing strategy is that we want to look to the long term of growing and developing our sport by attracting people from all ages and backgrounds. One of the successes that we have achieved over the past year or so is the growth that we have managed in our introduction of Soft Archery across a number of local authority areas through the Active Schools Programme.

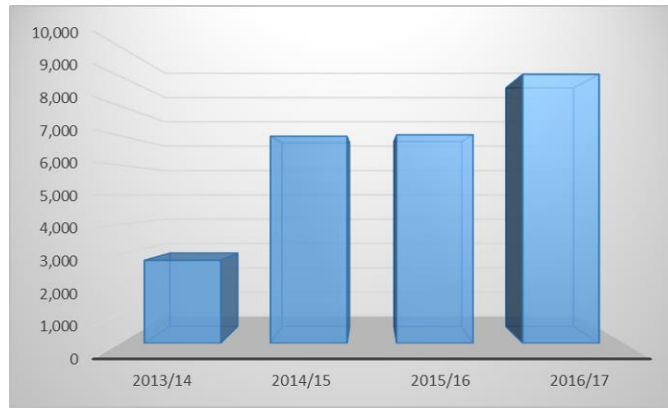


We are aware that one of the challenges of our sport can be the age limitations for membership and participation within some clubs. This can mean that archery is not always seen as an accessible sport for younger ages where other sports are actively recruiting new members. Our investment in time and material in developing our 'soft archery' programme addresses some of this and actively targets one of the Scottish Government's key **Active Scotland Outcomes – 'we develop physical confidence and competence from the earliest age'**. It was a major achievement for Scottish Archery to apply for and be awarded a grant of £9900.00 from Awards For All to invest in this programme.

The following data has been taken from the Active Schools monitoring tool called ASMO. Hopefully it shows the impact soft archery has had since it has been introduced as well as general trends within schools.

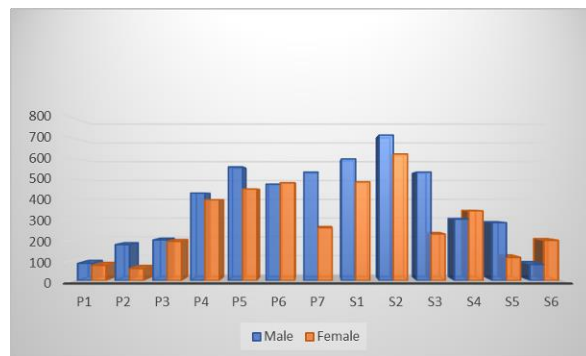
The graph here shows the overall participant sessions since 2013. There is a considerable rise in 2014 which could be schools wanting to do more because of Glasgow 2014, the second rise in 2016 can be attributed to the soft archery programme being in place.





It is really encouraging that in the past 12 months there have been almost 10,000 Soft Archery 'deliverer sessions' across 15 Local Authorities.

The following shows the participant sessions for 2016-17 split into male and female. It is really encouraging to see that in S4 and S6 female participation is higher, a trend that won't be seen in the majority of sports.



You will be aware from the paperwork that has been circulated for the 2017 AGM that we wish to build on this even more and create a new category of membership of 'ScotSoft Archery' that will be restricted to those participating only with Soft Archery (or the Archery GB Arrows) Kit. It is believed that this will assist our sport over the longer term and help to develop new clubs and a much greater interest in archery over the coming years. Part of our aim for the coming year is to encourage inter-school competition for Soft Archery.

### Planned Outcomes

- Continue to grow participant sessions through expansion of soft archery
- Introduce high school progression for soft archery
- Continue to train school staff and Young Leaders to deliver activity and have club support where possible.
- Soft Archery is allowing us to capture members from a younger age than ever before and compete with other sports who traditionally 'get in' before us.
- Soft Archery simplifies the sport to make it much more accessible and usable.
- It allows us to implement a competition structure to embed the idea of competition going alongside the sport from the earliest age



- Soft Archery allows us to create stronger school to club links and links with uniformed organisations such as Scouts.
- We would like to see an increase in membership numbers and club numbers as a result of introducing the programme and membership category
- We would also like to see an increase in the number of clubs linking with Active Schools
- We hope to see the majority of school and uniformed organisation groups taking part in soft archery competitions at a local and potentially national level.

Scottish Archery is also delighted that we have a Commercial Agreement in place with **DECATHLON** for the supply of our Soft Archery equipment at a discounted price. This has allowed us to use the £9900 Awards For All Grant that we were successful in obtaining to best effect.

### **Awards for All**

As noted above Scottish Archery were successful in applying for a grant of £9900 from Awards for All to help us to purchase further Soft Archery equipment and to deliver multiple sessions and train teachers and Young Leaders to also deliver these sessions.

In addition to the Scottish Archery Award a number of affiliated clubs have also been successful in applying for Award for All grant including:

- **East Kilbride Archery Club** - successfully applied for an Awards For All Grant. The grant from the Big Lottery Fund will enable the club to buy much needed equipment and provide coaches to help it bring archery to the local communities in East Kilbride and Newton Mearns. The club has secured an indoor venue in Eastwood High Sports Centre, Newton Mearns and is looking for an outdoor venue in East Kilbride. The funding will also help the club to encourage people to have a go at archery as they hope to organise a number of 'Come and Try' events, beginner's courses and Soft Archery sessions with primary children.
- **Clyde Arrows** - as part of their ongoing work around the development of the Clyde Arrows Roadshow project, they received a grant from Awards for All. This money has been spent on pre-identified equipment that enabling them to take archery out into the community to support local groups and organisations.



We would recommend that affiliated clubs who have plans to grow and develop their clubs or to attract new participants identify and apply for funding through the various grant schemes that are available. A good starting point for this is the **sportscotland** website: <https://sportscotland.org.uk/funding/>

Member Clubs should also be aware that Scottish Archery has a **Club Development Fund** in place and that should you have plans in place to grow and develop your clubs and/or to attract new members you can apply for a grant through this scheme: <http://scottisharchery.org.uk/notices/scottish-archery-club-development-fund-0>

### **Sub Committees and Volunteers**

The Board of Scottish Archery cannot run and manage the sport by themselves. It is therefore important that we continue to expand the number of sub committees that are in place and that these sub-committees have clear Terms of Reference and a clearly defined remit.

The Board of Scottish Archery would like to take this opportunity to thank all of those who volunteer in our sport, especially those who give so freely of their time to organise and manage the various competitions that are hosted across the country and the Judges who make sure that the competitions that are run to the required standard. Thanks also to those who are already giving their time to sit on the various sub committees that are now in place.

### **Staff Team**

As noted earlier in this report our staff team has grown significantly this year and the team and their remits are noted below.

#### **Club Development Officer (0.6 FTE) Laura Baxter.**

Laura joined the team in August of this year. Laura brings with her a breadth and depth of knowledge on Club Development having worked in this field in both Scotland and New Zealand.

Laura's main focus over the coming year will be on assisting those members and affiliated clubs who wish to grow and develop as well as identifying and nurturing potential new clubs and capturing the opportunities that we know exist for archery in Scotland.

Laura will also be identifying clubs and organisations that currently do archery but which are not members of Scottish Archery and identifying how these can be brought into membership. [laura@scottisharchery.org.uk](mailto:laura@scottisharchery.org.uk)



#### **Administrator (0.25 FTE) Jacqui Dunlop.**

Jacqui has been working on behalf of Scottish Archery since 2004. Up until this year Jacqui had been providing her services on an 'outsourced' basis. The Board felt that it would be a good idea to bring Jacqui onto the payroll of the organisation to provide Jacqui with greater security and the benefits of being an employee rather than an outsourced contractor. Jacqui continues to provide great service to Scottish Archery by managing all of the day to day running of the organisation and all of the correspondence. [admin@scottisharchery.org.uk](mailto:admin@scottisharchery.org.uk)



#### **Pathways Manager ~ [formerly Executive Development Officer] (Full Time) Alan Martin.**

Alan joined Scottish Archery as our first employee in 2015 and has had his initial 2 year contract extended. Having been brought in initially to provide support to the Board and to develop the organisation further, he has also been responsible for the development and delivery of our Soft Archery project, working with Active School co-ordinators to introduce this element of our sport into schools. His role changed in August/September to become our Pathways Manager with responsibility for assisting in the development of our Performance and Coaching Pathways over the coming months while maintaining overall responsibility for our Soft Archery Programme. Alan is also the key point of contact in our relationship with Scottish Disability Sport and Scottish Student Sport.

[alan.martin@scottisharchery.org.uk](mailto:alan.martin@scottisharchery.org.uk)



### **Chief Operating Officer (0.4 FTE) Michael Mather.**

Michael has served Scottish Archery as Chairperson for three and a half years and prior to that as President and Vice President for more than eight years along with more than forty years of volunteering in Scottish Archery. He successfully led the organisation through three separate development audits in 2005, 2014 and 2016 and led the development of the current Scottish Archery strategy and investment applications to **sportscotland**. Michael joined the staff team in June and is responsible for all operational matters for Scottish Archery along with ensuring that all aspects of the agreed strategy are implemented. He is the main contact for our ongoing relationship with **sportscotland** and Archery GB and takes the primary role in ensuring that the governance of the organisation is correct and robust. [michael.mather@scottisharchery.org.uk](mailto:michael.mather@scottisharchery.org.uk)



## **Interim Chair & Independent Director**

Welcome to the 2017 Annual Report of Scottish Archery. As with previous years, it has been a period of significant change within the sport and also within the organisation.

A year on from our last AGM, we now sit in an exciting position where the geographical landscape of Scottish Archery has begun to change. We now have 3 active areas covering the East, North and West with the recent reactivation of the North and West areas.

The re-constituting of these areas is due to the tireless work of volunteer members and we extend our most heartfelt thanks as a strong, robust infrastructure will only aid the sport in all our key areas of participation, competition and performance development. Whilst there are still some steps to be taken to ensure all 3 areas are fully operating we look forward to supporting the committees and office-holders as deeply as we can with input from our excellent staff team and active board.

This brings me to our most recent staff changes. With a successful submission made to **sportscotland** which saw our funding increase by 42% to a new record level, this created opportunity for new positions to augment the staff team and taking steps to deliver our new strategy.

Laura Baxter took up the position of Club Development Officer in August. This is a new unique post funded by **sportscotland** and her remit is purely in the domain of club development. I hope clubs will link with Laura and utilise her experience in order to build a sustainable club and clubs across all our areas as we need and want clubs to thrive for everyone's benefit.

Jacqui Dunlop also joined the staff team on a permanent basis and it was a real pleasure to make Jacqui a permanent addition to the team, replacing our contract arrangement for her services previously. As so many of you will know, Jacqui is pivotal to the day to day running of Scottish Archery and we are delighted she agreed to join us on a permanent basis.

As part of our growth strategy we presented at last years AGM, we highlighted the need for a new senior management post within the staff team as we anticipated a significant increase in staff members. To this end, I led a recruitment process with **sportscotland** and the Board through April and May for a part time



Chief Operating Officer with Michael Mather joining the staff on June 5th. This necessitated a search for an Interim Chairperson and I was honoured to be asked to take up the role until this AGM.

Our final staff change was one of role profile. As many of you will know, Alan Martin has been a key part of the staff team for over 2 years as Executive Development Officer but in light of our expansion of the staff team we wished to re-align Alan's role to our strategy – with particular focus on Pathways and Performance Development. Alan has already begun to forge new ground in this area for Scottish Archery but the key difference will hopefully be realised when area squads are established and talent development infrastructure is in place for all archers wishing to improve their skills in a performance environment. Alan's new role as Pathways Manager also sees him retain responsibility for our highly successful 'Soft Archery' programme, primarily working with children under 12 to introduce them to the sport in a fun environment.

With this staff team in place I am very optimistic for the future of Scottish Archery. As the sport grows, it means our volunteers remain pivotal and I heartily encourage anyone within the membership body to volunteer for a committee or board post that suits their level of interest. We have some positions up for renewal at this AGM and beyond, we would love more people to be involved.

Away from the wider role of chairperson, I still retain responsibility for our Risk Management strategy although all our Directors are responsible for governance. We live in 'interesting times' and whilst we have a 4-year agreement in principle with our majority funder, we are required to report all our key metrics frequently in order to stay investment ready. We are delighted to have been named by KPMG and sportscotland in a recent document highlighting areas of best practice within sports governing bodies (SGB) governance portfolios. Both Alan Martin and I delivered Scottish Archery's governance journey and transformation at several SGB workshops as an example of best practice.

In conclusion, it has been an interesting year of growth and change. The sport has changed as has the sporting landscape along with Scottish Archery as an organisation. We continue to work ever closer with Archery GB, Scottish Disability Sport and of course **sportscotland** to improve archery throughout the country and I am looking forward to the next 12 months.

Thank you again and have a great year – I hope to see you at the AGM in November.

## **Vincent Bryson Independent Director & Interim Chair**

### **2017 Performance Report**

#### **Scottish Archery Performance**

Scottish teams competing in 2017 have seen ongoing success. Another competitive performance at the senior Euronations held in Portsmouth in July, with a win for the compound team and second place overall for Scotland (tied on points with England but with a lower qualification score). Notable performances for the year include Matthew Wong at the British Junior Outdoors adding an outdoor U16 title to his indoor title and achieving his first GB cap, Hope Greenwood achieving 4 GB caps and defending her Euronations individual title and Nathan MacQueen winning gold for Great Britain at the Fazza International Para-Archery Championships in Dubai.



## Team Selection

Scottish teams for juniors and seniors are selected based on scores shot in open competition and selection criteria are available at <http://scottisharchery.org.uk/participate/performance>. All archers who regularly compete are encouraged to submit scores for team selection. Eligibility criteria for Scottish Archery teams for 2018 and going forwards will be voted on at the AGM.

## International Representation

2017 has been a record year for Scottish archers achieving GB representation with 8 archers, including 2 para squad archers attending 11 different international events over the year. Archers shot for GB at a range of events including the European Field Championships, World Archery 3D Field Championships, World Cup Stage 4, European Youth Cup, Fazza International Para archery tournament, European Para Cup and European Grand Prix. An international representation fund has also supported 6 archers with funding towards international trips.



## Squads and Academy

Junior academy has continued with training days held at Mearns and Armadale schools. Senior squad did not run in 2017 and the para squad in conjunction with Edinburgh University has now completed pilot phase and is under review. Going forwards Scottish archery are hoping to see area squads running throughout the year with a new National Academy for junior and senior archers from January 2018. The board are always looking for coaches and volunteers interested in contributing to the running of squads to come forward and we hope to develop further opportunities for experienced archers and coaches interested in performance.



## The Future

The AGB youth festival will be held within Scottish school holidays for the first time in 2018 and will also incorporate the Junior Euronations which has not run for several years. This will provide a great opportunity for our aspiring junior archers and Scotland are planning to send a strong team to this event. Also with the Commonwealth Games returning to the UK in 2022 there is a real opportunity for archery to once again be included which would provide a huge boost to performance. Scottish archery are committed to developing a National performance pathway to build on current achievements at national and international level.



## Represented Scotland 2017 (including 2016 National Indoor team):

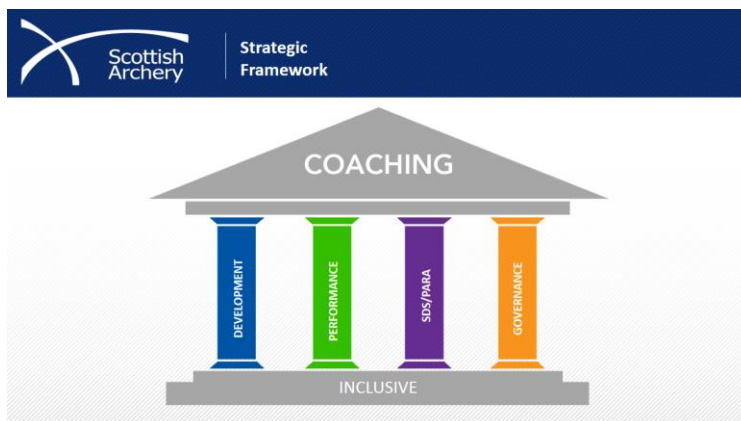
Senior – Alistair Whittingham, Harrison Ooi, Pip Tucknott, Martin Krusche, Matthew Wong, Hope Greenwood, Victoria Barby, Kirsty Robb, Stephanie Clason (2016), Stuart Barby, Gilbert Jamieson, Gareth Fleming, Malcolm Alexander, Fiona Hirst, Jackie Fisher, Kayleigh Ivanov, Emma Borrie.

Junior – Robyn Geddes, Matthew Wong, Joe Seez, Heather Hughes, Caitlyn Aiken, Struan Caughey (2016), Tommy Witton (2016)

## Claudine Jennings, Director of Performance

## 2017 Coaching Report

It has been another busy year as Director of Coaching. It is vital that Coaches feel supported and recognised for the work they do in helping our archers to improve be it in the club setting, performance level or in teaching archers to become Coaches.



### **Coach Development**

Since our inaugural workshop in April 2016 we held a 1 day workshop in November 2016 and more recently a residential conference in September 2017 at **sportscotland**'s newly refurbished facility at Inverclyde in Largs. Topics for these events were sourced from feedback from Coaches so it is important that Coaches let us know what support they require. In November we were delighted to be joined by Lloyd Brown, Archery GB Athlete & Coach Development Manager. Topics at our Coaches workshops have included coach development, developing performance techniques, case studies, mentoring, performance pathways, sharing coaching expertise, bow technician (recurve & compound) practical issues around disability and the all important networking and exchange of ideas. Over a third of the Coaching Network in Scotland attended both of these events. Feedback shows that there is a demand for this type of event so we hope to continue to offer this and we would encourage more licenced Coaches to attend.



### **Coach Education**

Succession planning is vitally important on many fronts. We need to encourage younger archers to become Coaches and to encourage more Level 1 Coaches to progress to higher grades.

Congratulations to the 18 Level 1 Coaches who have become licenced and we currently have 9 Level 1 Coaches training for their Level 2 assessment early in 2018.

Scottish Archery continues to financially support Coach Education by making small grants available to those who successfully complete a Coach training course. **sportscotland** has again financially supported Coach education by offering grants covering a percentage of the course costs.





The support from **sportscotland** for Coach Tutor and Coach Education this year has totalled thousands of pounds and Scottish Archery is extremely grateful for their ongoing support.

Coach education is important and if we are to train more Coaches then we need more Tutors. Congratulations to the 3 new Coach Educators who have successfully completed their Professional Development Award in Sports Coach Tutoring this year with the generous support from **sportscotland**. We now have 8 Coach Educators which gives us greater capacity to run courses and we can look at offering Coach training courses on a more local basis throughout Scotland.



### Coaching Committee

We have recently set up a Coaching Committee following applications from willing volunteers – there are 6 on the committee and this will help to drive coaching forward in Scotland. We are extremely grateful to these volunteers.

### Archery GB Coaching Plan

In May Archery GB requested a meeting with Coaches in Scotland to seek feedback to help develop their Coaching Plan. 13 Scottish Coaches attended and 3 members of the Northern Ireland Archery Board also attended. Dave Tillotson and Lloyd Brown attended from Archery GB and there was much discussion and input. We look forward to receiving Archery GB's new coaching plan.



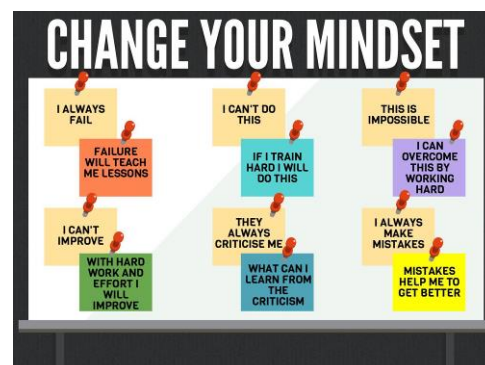
### Soft Archery

Soft Archery enables archery to be introduced into schools and exposing younger children to the fun and challenge of archery. During 2017 Soft Archery has been piloted in Clackmannanshire and approximately 45 Active Schools Co-ordinators, teachers and Young leaders were trained to help roll this out.

### Communication

It is important that Coaches throughout Scotland feel part of the Coaching Network and this year we have tried to communicate with our Coaches on a regular basis - to this end we have issued 4 newsletters specifically relating to coaching matters. We have a Coaches register and mailing list however we are aware that not all licenced Coaches have provided their contact details to ensure they receive the information distributed to Coaches. I would ask all licenced Coaches to ensure they have provided their contact details to me. In early 2017 we issued a survey to Coaches and the feedback gained was collated and shared.

However communication is only effective if it is two way. To ensure we accurately feedback to **sportscotland** on how funding has been used it is important that we know what coaching initiatives are taking place in clubs, squads etc. We would therefore ask Coaches to feedback to me anything which is running successfully in clubs etc so that we can share it with our funders and other Coaches.



As you will see it has been a busy and successful year and we are looking forward to what we can achieve in 2018.

I would like to personally thank all Coaches who willingly volunteer their time to get involved and support, coach and train archers and other Coaches often to the detriment of their own shooting. With your valued input we can continue to improve the standard of archery in Scotland. I look forward to working with you in 2018.

**Moira C Taylor, Director of Coaching**

## **2017 Director of Finance Report**

### **Overview**

In the same way as last year, I am tasked with monthly reconciliations of the bank account. This is achieved using our online account management system, Kashflow. I provide the Board with financial updates at each Board meeting, working from the latest completed reconciliation in order to produce trial balances and nominal ledgers. In terms of our financial position, besides our working capital, the we have still managed to keep a high level of reserves intact.

Membership fees remain our second largest source of income to **sportscotland** funding, again receiving *ca.* £30k in fees this year despite the change to the membership structure.

### **sportscotland Funding**

This year, we have again seen an increased amount of funding from **sportscotland**, leading to the introduction of more staff roles. The introduction of these roles is vital to the development of our sport. We need people who care about the longevity of Scottish Archery to work towards improving and, most importantly, maintaining what we all hope is an increased demand for archery. Our staff continue to do this based on our 4 year strategy and 12 year transformational change programme with the ultimate goal of finding and producing athletes with Olympic potential – this will require a massive amount of hard work and dedication but would not be possible without this funding to get us started.

### **Grants Awarded**

Scottish Archery continues to support our clubs and archers. This year we have given support through our Club Development Fund, coaching grants, squads and academies, and to those Scottish Archery members competing at a national and international level.

### **Annual Accounts**

The annual accounts have again been produced by Karen Henderson at FourM Limited Chartered Accountants. On behalf of the entire Board, I would like to say a huge thank you to Karen for the preparation of our accounts on such a short timescale – it is very much appreciated!

### **2017/2018**

Looking forward to 2018, I will continue to provide the Board with regular financial updates using the KashFlow system. I also hope to do a better job at helping the individual Directors keep track of their budgets. **Stephanie Clason, Director of Finance**



## **2017 Director of Communications Report**

### **Website**

Our website which was launched in May 2016, continues to grow and develop, providing information and strong communication with our current and future members. A key role of the website is to signpost those not currently involved in archery, to encourage them to attend a beginners course or join a club. The news and notices functions are updated regularly and keeps members up to date with what is happening across Scottish Archery from performance to grass roots. Thanks go to Jacqui, who has done a great job of adding notices and news items as well as keeping the events page up to date with competition entry forms, target lists and results.

Jacqui has also done a sterling job, in maintaining and updating the Scottish Records pages. There have been a large number of records broken throughout 2016/17, particularly by Juniors and it's great that the record claim process is so quick and efficient. Jacqui also publishes new records on our social media, giving the public recognition and credit to those that deserve it.

The most popular pages on the website remain the Scottish Rankings and Performance pages. We have been able to update the Senior Rankings quite regularly, with the Juniors less frequently due to less Juniors competing. We welcome a new Rankings Co-ordinator in Malcolm Alexander and thank him for his hard work in administering the process.

A few new pages have been added to the website, including a page on the Scottish Teams. I believe it's important to capture the history of our sport as it develops and hope to do this in a digital format on our webpages. There are more pages currently being built as well which should hopefully come live before the end of 2017. A special mention goes to Muriel Kirkwood who has been developing and curating the website behind the scenes.

The operation of the website is low cost with an annual support and maintenance cost of £840 a year and a server host fee of £600 a year.

### **Social Media and Traditional Media**

Our social media presence has continued to grow and develop throughout 2017. We now have over 1200 Facebook followers and over 900 twitter followers.

We regularly analyse our social media metrics and data and the most popular posts on facebook relate to competition photographs and results, humorous content and to sharing of archery related content (such as coaching, equipment and fitness information from World Archery). We will continue to use facebook for this material and also for highlighting new notices and news items of the website. The events function on facebook is also popular and a good way to encourage archers outside of Scotland to attend competitions. We would like to encourage all clubs and tournament organisers to use this function on their own club pages or request a Scottish Archery event post on their behalf.

We ran two successful campaigns on facebook this year, #throwbackThursday, where we posted historic photos of archery sent in by members and #MotivationMondays sharing inspirational pictures and diagrams to encourage archery participation.

Twitter works better for communicating with other organisations such as Sportscotland, Archery GB and archery shops. It is also good for live updates at competitions and events, this is how we would recommend it being used in the future, with different hosts of competitions live tweeting results either via club twitter feeds or using the Scottish Archery account.

We have an Instagram account with an Instagram Officer, Pip Tucknott, who posts the content. Instagram is a very flexible and interactive social media platform which is very popular for the under 25 age group. Pip has grown and developed our profile on Instagram to reach a wider audience of younger archers, and we have 143 followers with 61 posts to date.

We have started to make more video content for our social media pages as it has been shown that video is the most popular media for engagement. I would welcome any video content from clubs or archers which we can use to spread the Scottish Archery messages.

We will continue to review social media platforms, trends and content through research and benchmarking to identify appropriate audiences and reach. We will continue to develop our social media offering to reflect the changing times and trends.

Traditional media is not a particularly effective tool for promoting archery. There is some value in issuing press releases with a striking photo to the local press featuring local competitions, and this is something that we can work with Tournament Organisers on.

### **Competition Communication**

Communications from competitions have improved significantly over the year, with Tournament Organisers making a real effort to make the prize giving more of a feature by using Scottish Archery banners and taking photos. Some clubs are using facebook to publish photos and results, which is fantastic, however there can be more that clubs and tournament organisers can do to promote their competitions. We have published some helpful guidance for tournament organisers on how best to promote their competitions and I am always on hand to offer help and guidance on crating press releases or using social media.

I spoke at the Tournament Organisers Workshop this year highlighting the options and benefits of further promotion of competitions and the Tournament Organisers have embraced the suggestions and ideas presented. Good communications around Competitions remain the most effective way of engaging both members and outside organisations and individuals on archery in Scotland.

### **Sportscotland comms group**

We are now fully participating as part of the **sportscotland** Communications Group, where we can learn from other sports and share best practice. **sportscotland** have highlighted the Scottish Archery newsletter as best practice and recommended that the format is followed by other sports.

### **Archery UK articles**

We have developed a good working relationship with the Archery UK magazine editor and have had many Scottish related articles published this year. If any member wishes to have an article published in Archery UK, please get in contact with Scottish Archery first as we can advise and facilitate the publication of the article.

### **Newsletter**

Throughout 2017 there has been a monthly newsletter using Adobe Spark and the Mailchimp tool. Adobe Spark has allowed us to write a more picture based, mobile device friendly newsletter. We have over 400 people signed up to receive the newsletters, and around 40% read the newsletter each month. This is quite

a high readership rate for this type of communication. The newsletters offer a more in depth look into what has been happening in Scottish Archery over the month and offers the chance for special features around particular archers, officials and volunteers. The targeted audience for the newsletter are those that are fully engaged with the sport and participate regularly. The newsletter features both performance and club news and has some standard features which appear every month, such as a link to the website shop pages and a link to the minutes from Board meetings. The most popular link is that to the rankings. We welcome stories for the newsletter, so if anyone would like to submit a story, preferably with a picture, please send them to [Communications@scottisharchery.org.uk](mailto:Communications@scottisharchery.org.uk).

**Victoria Barby, Director of Communication**

## **2017 Director of Governance Report**

Governance underpins the 4 pillars of the Strategy for Scottish Archery therefore my key actions from this year have been:

- Attending board meetings and contributing to the areas of focus
- Working as equality champion, working towards a more inclusive sport.
- Reviewing complaints received from within Scottish Archery and ensuring an accurate resolution is achieved.
- Review policies relating to independent director and Chairperson roles.
- Identifying risks and getting them added to our risk register.
- Helping in the actions points of the KMPG audit in terms of polices and governance.
- Promoting Scottish Archery through LGBTI pride and looking to support the LGBTI community within Scottish Archery.
- Working with archers with a disability to ensure their voices are heard. Feedback on issues to the board and working together to form a well-rounded resolution.

### **What has been achieved in Scotland during 2017?**

- Our risk management has been praised by **sportscotland**. Our governance and controls have led to a stronger position when applying for funding from **sportscotland**. This has led to an increase in funding for this current financial year.
- Employment of a club development officer and a COO has allowed a lot of the governance framework to be passed to the Chief Operating Officer.
- Successful completion of the KMPG audit which has taken place and actions and controls put in place to help increase our score for the next audit.
- Indoor disability champs to be held in December and further our commitment towards all archers.

Our next goals will be to improve our control management system and attain the next level with the Equality & Inclusion Framework. Increase the control of our budgets and ensure the future succession planning of our board.

As you will see it has been a busy and successful year and I am looking forward to what we can achieve in 2018.

With Michael Mather now as COO, my role will be changing. I will be working with the competitions committee and the rest of the board to drive the participation of Scottish Archery.

Douglas M Blyth Director of Governance/Participation



AWARDS  
FOR ALL  
SCOTLAND

LOTTERY FUNDED

**sportscotland**  
the national agency for sport

**Scottish Archery Association  
Company Limited by Guarantee  
Unaudited Financial Statements  
30 September 2017**

**DRAFT ACCOUNTS**

**FOURM LIMITED**

Chartered Accountants  
Stannergate House  
41 Dundee Road West  
Broughty Ferry  
Dundee  
DD5 1NB



**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Financial Statements**  
**Year ended 30 September 2017**

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**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Officers and Professional Advisers**

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**The board of directors**

Dr C Jennings  
Mrs V Barby  
Miss M Taylor  
Miss S Clason  
Mr D Blyth  
Mr V Bryson

**Registered office**

Glenearn Cottage  
Edinburgh Road  
Prestonpans  
East Lothian  
Scotland  
EH32 0HQ

**Accountants**

FourM Limited  
Chartered Accountants  
Stannergate House  
41 Dundee Road West  
Broughty Ferry  
Dundee  
DD5 1NB

**Bankers**

Bank of Scotland  
38 St Andrews Square  
Edinburgh  
EH2 2YR

**Solicitors**

Harper MacLeod  
The Ca'd'oro  
45 Gordon Street  
Glasgow  
G1 3PE

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Directors' Report**  
**Year ended 30 September 2017**

---

The directors present their report and the unaudited financial statements of the company for the year ended 30 September 2017.

**Principal activities**

The principal activity of the company during the year was the promotion of archery at all levels throughout Scotland. The Association was founded in 1949 and was incorporated on 1 December 2010 as a company limited by guarantee by its Memorandum and Articles of Association.

The Association is affiliated to the national governing body, Archery GB. There are 69 senior clubs, 24 junior clubs and 7 disabled clubs throughout the whole of Scotland.

**Directors**

The directors who served the company during the year were as follows:

Dr C Jennings	
Mrs V Barby	
Miss M Taylor	
Miss S Clason	
Mr D Blyth	
Mr V Bryson	
Mr M Mather	(Resigned 1 June 2017)
Mr M Symonds	(Resigned 26 November 2016)
Mr M Strang	(Served from 26 November 2016 to 1 June 2017)

**Small company provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

Mr V Bryson  
Director

Registered office:  
Glenearn Cottage  
Edinburgh Road  
Prestonpans  
East Lothian  
Scotland  
EH32 0HQ

# **Scottish Archery Association**

## **Company Limited by Guarantee**

### **Chartered Accountants Report to the Board of Directors on the Preparation of the Unaudited Statutory Financial Statements of Scottish Archery Association**

**Year ended 30 September 2017**

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In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Scottish Archery Association for the year ended 30 September 2017, which comprise the statement of income and retained earnings, statement of financial position and the related notes from the company's accounting records and from information and explanations you have given us.

As a practising member firm of ICAS, we are subject to its ethical and other professional requirements which are detailed at [www.icas.com/accountspreparationguidance](http://www.icas.com/accountspreparationguidance).

This report is made solely to the Board of Directors of Scottish Archery Association, as a body, in accordance with the terms of our engagement letter dated 30 September 2015. Our work has been undertaken solely to prepare for your approval the financial statements of Scottish Archery Association and state those matters that we have agreed to state to you, as a body, in this report in accordance with the requirements of ICAS as detailed at [www.icas.com/accountspreparationguidance](http://www.icas.com/accountspreparationguidance). To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Scottish Archery Association and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that Scottish Archery Association has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of Scottish Archery Association. You consider that Scottish Archery Association is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of Scottish Archery Association. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

FOURM LIMITED  
Chartered Accountants

Stannergate House  
41 Dundee Road West  
Broughty Ferry  
Dundee  
DD5 1NB

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Statement of Income and Retained Earnings**  
**Year ended 30 September 2017**

	Note	2017 £	2016 £
<b>Turnover</b>		<b>113,510</b>	89,062
<b>Gross profit</b>		<b>113,510</b>	89,062
Administrative expenses		<b>98,468</b>	86,477
<b>Operating profit</b>		<b>15,042</b>	2,585
Other interest receivable and similar income		<b>725</b>	53
<b>Profit before taxation</b>	<b>6</b>	<b>15,767</b>	2,638
Tax on profit		<b>141</b>	–
<b>Profit for the financial year and total comprehensive income</b>		<b>15,626</b>	2,638
<b>Retained earnings at the start of the year</b>		<b>88,040</b>	85,402
<b>Retained earnings at the end of the year</b>		<b>103,666</b>	88,040

All the activities of the company are from continuing operations.

The notes on pages 6 to 9 form part of these financial statements.



**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Statement of Financial Position**  
**30 September 2017**

	Note	2017 £	£	2016 £
<b>Fixed assets</b>				
Tangible assets	7		4,302	922
<b>Current assets</b>				
Stocks		8,051		3,824
Debtors	8	1,875		120
Cash at bank and in hand		154,262		118,648
		<u>164,188</u>		<u>122,592</u>
<b>Creditors: amounts falling due within one year</b>	9	<u>64,824</u>		<u>35,474</u>
<b>Net current assets</b>			<u>99,364</u>	<u>87,118</u>
<b>Total assets less current liabilities</b>			<u>103,666</u>	<u>88,040</u>
<b>Net assets</b>			<u>103,666</u>	<u>88,040</u>
<b>Capital and reserves</b>				
Profit and loss account			<u>103,666</u>	<u>88,040</u>
<b>Members funds</b>			<u>103,666</u>	<u>88,040</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

For the year ending 30 September 2017 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 26 November 2016, and are signed on behalf of the board by:

Miss S Clason  
 Director

Company registration number: SC389745

The notes on pages 6 to 9 form part of these financial statements.

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements**  
**Year ended 30 September 2017**

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**1. General information**

The company is a private company limited by guarantee, registered in England and Wales. The address of the registered office is Glenearn Cottage, Edinburgh Road, Prestonpans, East Lothian, EH32 0HQ, Scotland.

**2. Statement of compliance**

These financial statements have been prepared in compliance with the provisions of FRS 102 Section 1A, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

**3. Accounting policies**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis.

**Going concern**

The Board of Directors confirm that, after making appropriate enquiries, and reviewing the company's forecasts and projections that it has reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, it continues to adopt the going concern basis in preparing these Financial Statements.

**Transition to FRS 102**

The entity transitioned from previous UK GAAP to FRS 102 as at 1 October 2015. Details of how FRS 102 has affected the reported financial position and financial performance is given in note 11.

**Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Revenue recognition**

Income from activities includes fees, donations and grants and is accounted for in the period to which it relates.

**Corporation tax**

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

**Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements** *(continued)*  
**Year ended 30 September 2017**

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**3. Accounting policies** *(continued)*

**Tangible assets** *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other comprehensive income and accumulated in equity, except to the extent it reverses a revaluation decrease of the same asset previously recognised in profit or loss. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in equity in respect of that asset. Where a revaluation decrease exceeds the accumulated revaluation gains accumulated in equity in respect of that asset, the excess shall be recognised in profit or loss.

**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Equipment - 33% straight line

**Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the company are assigned to those units.

**Stocks**

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

**Defined contribution plans**

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

**4. Company limited by guarantee**

The company is limited by guarantee, has no share capital with the liability of each member limited to £1.

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements** *(continued)*  
**Year ended 30 September 2017**

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**5. Employee numbers**

The average number of persons employed by the company during the year, including the directors, amounted to 2 (2016: 1).

**6. Profit before taxation**

Profit before taxation is stated after charging:

	<b>2017</b>	<b>2016</b>
	£	£
Depreciation of tangible assets	<b>481</b>	841
	<u>          </u>	<u>          </u>

**7. Tangible assets**

	Equipment £	Total £
<b>Cost</b>		
At 1 October 2016	2,522	<b>2,522</b>
Additions	4,220	<b>4,220</b>
Disposals	(1,139)	<b>(1,139)</b>
<b>At 30 September 2017</b>	<u>5,603</u>	<u><b>5,603</b></u>
<b>Depreciation</b>		
At 1 October 2016	1,600	<b>1,600</b>
Charge for the year	481	<b>481</b>
Disposals	(780)	<b>(780)</b>
<b>At 30 September 2017</b>	<u>1,301</u>	<u><b>1,301</b></u>
<b>Carrying amount</b>		
<b>At 30 September 2017</b>	<u>4,302</u>	<u><b>4,302</b></u>
At 30 September 2016	<u>922</u>	<u>922</u>

**8. Debtors**

	<b>2017</b>	<b>2016</b>
	£	£
Other debtors	<b>1,875</b>	120
	<u>          </u>	<u>          </u>

**9. Creditors: amounts falling due within one year**

	<b>2017</b>	<b>2016</b>
	£	£
Corporation tax	<b>143</b>	–
Other creditors	<b>64,681</b>	35,474
	<u><b>64,824</b></u>	<u>35,474</u>

**Scottish Archery Association**  
**Company Limited by Guarantee**  
**Notes to the Financial Statements** *(continued)*  
**Year ended 30 September 2017**

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**10. Related party transactions**

The company was under the control of the directors throughout the current and previous year.

The directors do not consider that the company has an ultimate controlling party.

During the year, grants amounting to £500 (2016 - £1,000) were awarded to certain directors of the company, as a result of being selected to compete for Great Britain at International events.

There were no other transactions with related parties that require to be disclosed under the accounting standard FRS102.

**11. Transition to FRS 102**

These are the first financial statements that comply with FRS 102. The company transitioned to FRS 102 on 1 October 2015.

No transitional adjustments were required in equity or profit or loss for the year.

**Scottish Archery Association  
Company Limited by Guarantee  
Management Information  
Year ended 30 September 2017**

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**The following pages do not form part of the financial statements.**



# Scottish Archery Association

## Detailed Income Statement

Year ended 30 September 2017

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	2017	2016
	£	£
<b>Turnover</b>		
Sales	326	1,570
Affiliation Fees	30,795	28,214
Sport Scotland	75,800	51,346
Awards for All	3,100	–
Donations and Sundry Income	609	5,514
Tournaments & Squads	2,880	2,418
	<u>113,510</u>	<u>89,062</u>
<b>Gross profit</b>	<b>113,510</b>	<b>89,062</b>
<b>Overheads</b>		
Administrative expenses	98,468	86,477
	<u>15,042</u>	<u>2,585</u>
<b>Operating profit</b>	<b>15,042</b>	<b>2,585</b>
Other interest receivable and similar income	725	53
	<u>15,767</u>	<u>2,638</u>
<b>Profit before taxation</b>	<b>15,767</b>	<b>2,638</b>

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**Scottish Archery Association**  
**Notes to the Detailed Income Statement**  
**Year ended 30 September 2017**

	2017	2016
	£	£
<b>Administrative expenses</b>		
Wages and salaries	40,544	30,590
Staff pension contributions	2,163	535
Admin, travel, meeting and reimbursed expenses	3,285	3,663
Telephone	594	603
General expenses	620	1,197
Subscriptions	1,209	599
IT costs	1,957	–
Room Hire/AGM	679	579
Website and advertising costs	1,562	9,497
Disability Awareness	–	243
Training of coaches & leaders	7,895	1,963
Child protection	141	64
Equipment	2,217	1,723
Printing postage and stationery	483	1,621
Grants provided to clubs and individuals	6,282	8,670
Administrator	7,145	7,627
Medals Awards and Gifts	766	1,342
Legacy events, talent identification	545	–
Tournaments & Squads	19,265	15,060
Development costs	555	–
Legal and professional fees	48	13
Depreciation of tangible assets	481	841
Bank charges	32	47
	<u>98,468</u>	<u>86,477</u>
<b>Other interest receivable and similar income</b>		
Interest on cash and cash equivalents	–	53
Interest on bank deposits	725	–
	<u>725</u>	<u>53</u>