



Scottish
Archery

Annual Report
2016

Chairperson's Introduction

2016 - A Year of Consolidation & Development

2016 has been a really interesting year for Scottish Archery and the members of the organisation.

Your Board has continued to meet on a regular basis and hopefully move Scottish Archery forward and continuously improving both the organisation itself and archery in Scotland generally. I would like to take this opportunity to thank my fellow Board members for all of the incredibly hard work that they have been undertaking on behalf of your organisation to move us even further forward on our continuing journey for archery in Scotland.

Towards the end of the year we advertised for a further new Independent Director both to strengthen the overall Board of Scottish Archery and to bring a further external perspective to taking our sport forward. With 2 independent people on the Board making up 20% of the Board we will be extremely well placed from a governance perspective.

Over the course of the next few months we also want to strengthen our sub-committee structure, both to build our ability to further develop and grow all aspects of Scottish Archery, and also as part of our overall desire to create a proper succession planning framework for the future of your Board and our sport.

You will all be aware from last year's Annual Report that sportscotland provided funding to support our employment of our Executive Development officer, who joined us in August 2015. Over the past 15 months our Executive Development Officer has made a significant positive difference to Scottish Archery, assisting both with the ongoing and continuing development of the Board and, just as importantly, moving our whole sport forward through providing key input to the development of our 4 year strategy and 12 year transformational change programme. One of our key objectives for our ongoing investment discussions with sportscotland is to secure further funding to keep this position in place.

In addition to the above, Alan has been instrumental in instigating and having delivered our pilot for getting archery into primary schools using Soft Archery kits. This pilot has been a great success with approximately 3,000 P3 pupils in East Renfrewshire enjoying an archery experience before the summer holidays. We currently have a further 5 local authorities through their Active School co-ordinators who have expressed a real desire to participate in further pilots. As a consequence a grant application was submitted to Awards for All to purchase further Soft Archery kit to extend the project further afield.

A really important piece of work over the past 6 months or so has been the development of our next 4 year strategy as an integral part of a 12 year transformational change programme that we are currently in the process of developing and which we will share with you over the coming weeks and months as we further develop this. We would like to thank those members who assisted in the shaping of the initial strategy by responding to the survey that was published earlier in 2016. We want as many members as possible to be involved in the ongoing development and evolutions of this as there will be a very heavy reliance on current and future members and clubs to assist in the delivery of this plan.

2016 has seen a further increase in membership as well as an increase in the number of clubs although it was sad to see that a couple of well established clubs also folded.

What is even more encouraging is that we currently have a pipeline of almost a dozen potential new clubs that are at various stages of development. Having Alan in place has been invaluable in being able to support and advise these potential new clubs. If we can attract further funding for a Club Development Officer this will assist to accelerate this whole process. Another area of development that we are currently pursuing is working with Scouts Scotland, Cadet Forces and potentially other 'uniformed groups' to attract new members and develop new clubs – a really exciting development opportunity for us over the coming couple of years.

You will remember that at the 2015 AGM Scottish Archery launched a Club Development Fund. We are pleased to note that 3 clubs over the course of the past year have been successful in applying for funding to help them develop and grow. Our intention is to set aside the same funding during the new financial year and we would encourage affiliated clubs to apply for grants through this fund.

The last few months of the financial year have been quite frenetic for your Board. Not only has the 4 year strategy been developed along with the initial draft of a 12 year transformational change programme framework, but we have also had to prepare for our presentation to sportscotland for funding over the next 4 years [referred to as 'The Tokyo Cycle'] which takes place in the 1st week of October. We are also scheduled to complete a Development Audit from sportscotland which is taking a significant effort to prepare for, and the outcome of which will have a direct impact on our potential for investment from sportscotland. If time permits at the AGM we will go over the presentation made to the sportscotland and subsequently publish this on the Scottish Archery website.

We had noted in last year's Annual Report that we were in negotiations about the possibility of creating a Centre of Excellence. Regrettably this project has not moved forward as much as we would have liked as with any significant capital project it will take time and funding to develop. We will provide the membership with updates on this project as it progresses.

2016 also saw the very sad deaths of a number of people who had served archery in Scotland extremely well over many years: Tommy Miller – Senior Coach, Tim Howe of Links, and Shelly Phillip our Disability Officer.

I would like to take this opportunity to thank all of the tournament organisers around the country. Your hard work in running competitions for your fellow members is very much appreciated and sadly not always recognised.

No introduction to a 2016 Annual Report would be complete without giving our massive congratulations to Nathan McQueen for his magnificent performance in both being selected for, and competing in, the Rio Paralympics. I am sure that everyone in Scottish Archery will join with the Board in congratulating Nathan.

Further in this Annual Report each of the Directors will provide updates on their own areas of responsibility

Michael Mather

Chair
Scottish Archery





Finance Report

First and foremost, I would like to say that I am very grateful to the membership for electing me onto the Board last year at the AGM – I have had a great year and am excited for the next two! I have learned a lot and am sure that I still have an awful lot more to learn.

Overview

Throughout the year I have been tasked with monthly reconciliations of the bank account through our online account management system, Kashflow. Upon completion of the reconciliation, I will then provide the Board with a financial update in order to confirm what kind of financial position we are in, which I am happy to report is stable. Besides our working capital, the ca. £50k we put into reserves last financial year is still intact. And for your information, we received ca. £30k in membership fees this year – our second largest source of income to sportscotland.

sportscotland Funding

We have seen an increased amount of funding this year from sportscotland due to the introduction of the Executive Development Officer role. Although I was not part of the Board before the introduction of the Executive Development Officer, I think it is clear to see that having Alan around has made a significant difference on a variety of levels, whether that be his involvement in the introduction to archery for primary school pupils or his continued work in the development of our 4 year strategy, and further to this, our 12 year transformational change programme.

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 archers competing at a national and international level.

Annual Accounts

The annual accounts have once 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 and for the support during our recent audit – it is very much appreciated!

2016/2017

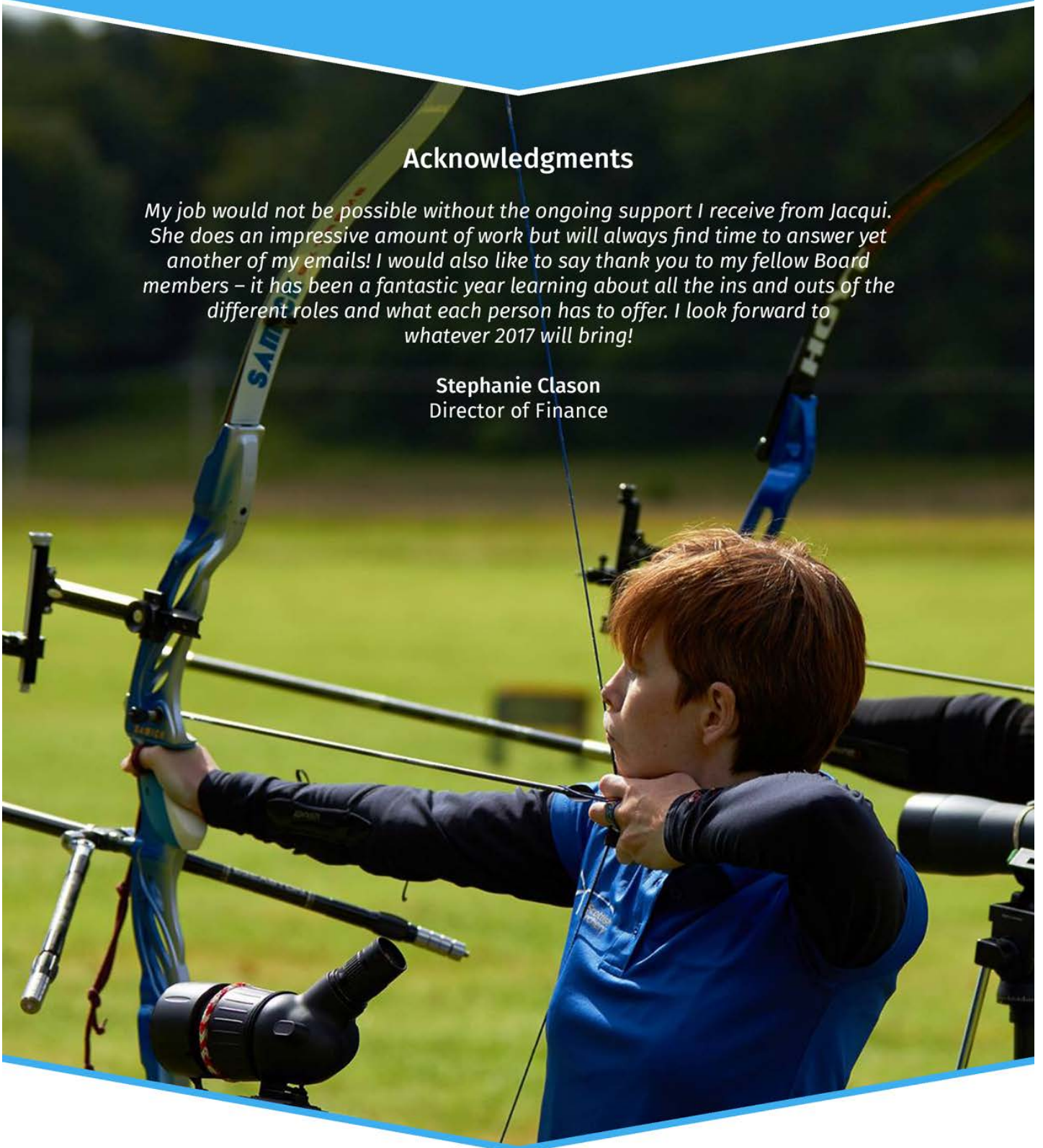
Looking forward to 2017, I will attempt to provide the Board with a variety of financial updates as the Kashflow system allows for the production of many different reports.

I will also be looking to help the individual Directors keep track of their budgets in order to comply with our recent audit findings.

Acknowledgments

My job would not be possible without the ongoing support I receive from Jacqui. She does an impressive amount of work but will always find time to answer yet another of my emails! I would also like to say thank you to my fellow Board members – it has been a fantastic year learning about all the ins and outs of the different roles and what each person has to offer. I look forward to whatever 2017 will bring!

Stephanie Clason
Director of Finance



Coaching Report

It has been a busy year since taking over as Director of Coaching and a steep learning curve. As there had been no gathering of Coaches in Scotland for over 5 years it was important that the input of Coaches was recognised and encouraged.

Therefore in April 2016 we held our first Coaches Workshop and topics covered were, Growth Mindset, Disability, Nutrition, World Archery Coaching Conference and a Coaches Exchange. The workshop was attended by 30 Coaches from across Scotland.

Due to its success and input from the Coaches another workshop has been scheduled for 19th November.

Coaching underpins the 4 pillars of the Strategy for Scottish Archery therefore my key priorities for my first year in office have been to:

- **Set up a Coaching committee**
- **Increase the number of Level 1 and Level 2 Coaches in Scotland**
- **Offer Coaches the opportunity to learn and develop**
- **Increase the number of Coach Education Tutors in Scotland**
- **Establish a Coaches Register and mailing list of all Coaches working in Scotland**

So what has been achieved in Scotland during 2016?

- 1 Coach has successfully gained the Professional Development Award in Sports Coach Education Tutoring; 1 Coach is currently going through this training and a further two Coaches will go through training in 2017. With this increase in the number of Tutors for Coach training courses we will have greater capacity to run courses and are better able to succession plan for the future and reduce the need to bring tutors from other regions to assist with courses. This training is only possible through the generous support of sportscotland who has funded the training.
- Two Level 2 courses have been run with a total of 13 new Level 2 Coaches. Two Level 1 courses have been run with a total of 18 new Level 1 Coaches. A further 11 candidate Level 1 Coaches will go through their assessment in December 2016.
- 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 this year 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 grateful for their ongoing support.

- 4 Coaches have been accredited by Archery GB to run the new Teacher Award.
- 5 Coaches are now accredited by Archery GB to run the Instructor Award.
- 2 workshops have been run for Coaches in Scotland enabling them to gain CPD points.
- A Draft Coaching Strategy has been designed.
- We have a Coaches register and Coaches Mailing list however I am aware that not all licenced Coaches have provided their contact details to ensure they receive the information which is distributed to Coaches. I would ask all licenced Coaches to ensure they have provided their contact details to me.
- We have run a training development workshop for Teachers and Active Schools Co-ordinators to support the Archery in Schools pilot – this resulted in 3000 children trying archery over the summer.
- Volunteers have been recruited to set up a Coaching committee – further volunteers will be welcome.

As you will see it has been a busy and successful year and I am looking forward to what we can achieve in 2017.

I would like to thank all Coaches who willingly give up their time to get involved and to support and coach archers – with your valued input we can continue to improve the standard of archery in Scotland. I look forward to working with you in 2017.

Moira C Taylor
Director of Coaching





Performance Report

It has been another strong year for performance within Scottish Archery.

Squads and Academy

The junior Academy is running in two venues this year with 20 junior archers involved and 4 coaching staff. We have increased the number of training days this year and hope to continue to expand opportunities for junior archers. Senior squad held a very successful training camp at Lilleshall in April to help with preparations for the outdoor season.

National Competitions

6 Scottish archers achieved podium finishes at National Series events with Hope Greenwood of Edinburgh University making the final and finishing in 3rd place overall as well as retaining her British Ladies Compound title. A record number of archers have achieved MB and GMB classifications and 18 Scottish archers have achieved a top 30 GB ranking this year (double the number from 2015!).

Scottish Teams

The Scottish senior team retained the Euronations trophy in Dublin with our most successful Euronations ever (despite the change of format to a 720 and team competition). Special mention to our 2 individual winners, Hope Greenwood and Harrison Ooi. The senior team finished 2nd at the National indoors and 1st (compounds) and 2nd (recurves) at the National outdoors. The junior team finished 3rd overall at the Junior National Home Nations with individual 2nd for Robyn Geddes and 3rd places for Matthew Wong and Evelina D'Arcy in the Junior Nationals.

International Events

An impressive tally of 6 Scottish archers have been selected for international teams in the past year. They have represented GB at the World Indoor Championships (Turkey), World Field Championships (Ireland), World University Games (Mongolia), European 3D Field Championships (Slovenia) and the Rio Paralympics where Scottish archer Nathan MacQueen qualified in 5th place (highest of all the GB archers in the Gents open compound division).

Looking forward

Scottish Archery is looking to build on its performance record and support more archers onto national and international teams with development of a performance fund and ongoing investment in squads. Work towards a centre of excellence for archery in Scotland is also ongoing.

Represented Scotland 2016 (including 2015 National Indoor team):

Senior – Alistair Whittingham, Harrison Ooi, Eric Taylor, Hope Greenwood, Victoria Barby, Stephanie Clason, Stuart Barby, Malcolm Alexander, Gilbert Jamieson, Matthew Nowicki, Fiona Hirst, Lizzie Bell, Fiona Inglis, Johanna Meyer, Kayleigh Ivanov.

Junior – Robyn Geddes, Matthew Wong, Kayleigh Ivanov, Struan Caughey, Gregor Stevenson, Evelina D'Arcy, Matthew Munro, Megan-Amy Logan, Liam King.

Claudine Jennings

Director of Performance



Communications Report

Website

In May 2016 Scottish Archery launched our new website. The website has two functions. The first is to provide information to those not involved in archery and encourage them to attend a beginners course or join a club. These elements of the website will remain static with an annual refresh to update the information and change photos to keep it looking fresh. The other function of the website is to provide notices and news to the membership. This includes the events calendar, rankings and records information. This is updated regularly, often daily.

The reason Scottish Archery decided to create a new website was to build the website on an open source platform. This allows access to administer the website from anywhere with internet connection and allows multiple parties to add content in a quick and easy way. Previously the website was only updateable by those who had the correct software, this meant that Scottish Archery were relying on one or two people to update the information from specific PCs, which meant there was a risk of failure from this equipment and also a potential delay in getting notices out.

A managed content website development model would not be appropriate for Scottish Archery's needs. This would mean that a third party would create and enter content on behalf of Scottish Archery. This service would be considerably more expensive than managing the website in house, with an annual fee in the thousands of pounds, and would still require information and news articles to be sent regularly to the third party management company. This model would not suit Scottish Archery and doesn't fit with the objectives for a modern website which should act as a tool to complement a complete communications strategy.

The development of the website was put out to tender, with over 20 organisations submitting proposals for the project. The web developer was selected based on a combination of factors including include cost, quality, flexibility and design ability. The cost of developing the website was £9240 and planning, commissioning to delivery took 13 months with building an additional 5 months it took nearly 18 months to build. The main design and development of the site came in under budget. There was an additional requirement for the development of an online form for claiming records, which was identified as an improvement later on in the process. As well as an additional requirement to make a downloadable table of records for tournament organisers to easily print out and display at competitions. These two additions cost a further £900.

There is an annual support and maintenance cost of £840 a year for ensure the website functions correctly and a server host fee of £600 a year.





The online claim form for claiming records is a welcome addition to the website, which allows for a quick and easy way for archers to claim records. This was originally conceived for archers shooting competitions out with Scotland to be able to claim records when a Scottish Record Claim Form was not available. However, due to its ease of completion, it has now become the method of choice for many archers to make a claim. Initially there were some issues with inconsistencies in naming the competition type, but this is being resolved and there is a plan to cross reference all the competition types into the same nomenclature as used by Archery GB.

The new website is fresh and modern. It is mobile and tablet compatible, which means that the style is to have limited wording with more pictures and link buttons. It is also set up to be 'future proof' as the trend is to move away from traditional static websites which hold a lot of information and documents, to a more dynamic style of website which are updated regularly with snap shots of information which are directed to via social media. Our current website will help us to bridge this change and act as an important tool in our communications package.

There are some more pages currently in development, at no additional cost, due to the flexibility in the structure created and these will be released over the next few months. There are pages planned to reflect the Scottish Teams and Scottish Championship winners over time.

Social Media and Traditional Media

Our social media presence has continued to grow and develop throughout 2016. We now have nearly 1000 facebook followers and nearly 850 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.

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.

There are other social media platforms which favour different audiences. We have advertised for a volunteer to run our Instagram account, this is a very flexible and interactive social media platform which is very popular for the under 25 age group. By engaging on this platform, we hope to reach a wider audience of younger archers.

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 particularly effective for us at this time. 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 creating press releases or using social media. There will be a session on Communications at the Tournament Organisers Workshop in the New Year. 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 2016 there has been a monthly newsletter using the Mailchimp tool. We have 389 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 saa.engagement@gmail.com.

Victoria Barby

Director of Communications



Independent Director – Annual Report

2016 has been another great year for Scottish Archery and the remit and work programme of the Independent Director has revolved mainly around maintaining the Board's focus on risk management and mitigation and developing the 12 year transformational plan and 4 year strategy for the future of Scottish Archery.

2016 Achievements

- Designed SWOT analysis document used in member consultation
- Lead role in strategy development group
- Drafted final strategy document in conjunction with other directors/staff
- Part of final strategy delivery presentation to sportscotland investment panel
- Maintained and updated strategic risk register for board.

Taking Scottish Archery as a business, we stand in a positive position when it comes to risk management. We have strong reserves and now have our first employee in post giving us a more permanent Scottish Archery presence for the membership to engage with and for the Board to work with. The input from the Executive Development Officer has been highly qualitative in ensuring the business has as few operationally live risks as possible.

Vincent Bryson

Independent Director





Governance Report

It has been a busy year since taking over as Director of Governance. With the work completed by the previous Director of Governance, a significant number of policies were already in place. This has allowed me to concentrate on creating and developing policies which were needed for our KMPG audit.

Governance is fundamental to supporting the Strategy for Scottish Archery therefore my priorities this year have been to:

- Review the existing policies and create a timetable for renewal.
- Establish new policies for employees of Scottish Archery.
- Ensure training and development in Equality, LGBTI and Inclusion.
- Identify risks specific to my remit and ensure they have been included in our risk register.
- Assist with the preparation of policies and identify governance issues necessary to comply with the KMPG audit.

Other achievements in 2016:

Two Directors have now been successful in completing training for equality and also LGBTI. We have equality champions and our next targets are to increase our rating level with sportscotland regarding Inclusion and Equality in Scottish Archery.

A timetable has been created to help manage the renewal and update of our policies.

Fraud prevention - a whistleblowing policy has now been created for the employees of Scottish Archery.

Preparation of the KMPG audit which is taking place in October 2016.

Interview of a co-opted independent director. This co-opted post will go forward for ratification by the membership at the 2017 AGM.

Our next goals will be to improve our control management system and attain the next level with the Inclusion and Equality Framework.

The field of Governance has presented challenges but we continue to make good progress in working towards ensuring that Scottish Archery complies with all necessary legislation and sportscotland requirements.

I would like to thank Alan Martin for his contribution towards the preparation of the KMPG audit and also Vincent Bryson for his extensive knowledge of potential risks within our organisation and drawing up a comprehensive risk register.

I look forward to continuing this work in the year ahead.

Douglas M Blyth

Director of Governance