



IN PARTNERSHIP WITH

sportscotland
the national agency for sport



SUPPORTING OUR ARCHERY COMMUNITY

STRATEGIC PLAN 2025-2029



Introduction

As we started to plan the journey for the next 4 years, we reached out to all our members to gather thoughts, feedback, and ideas. The underpinning theme was clear—the best thing about our sport is our people and our archery community.

Through the development of the 2025-2029 strategy, we have been given an opportunity, as a collective community, to reflect on what is important to the development of archery in Scotland and what goals we want to achieve.

In our last strategic phase we focused on building archery communities. Now we will seek to strengthen, support and connect our archery community to enrich lives and promote lifelong participation.

We understand that everyone is on their own personal archery journey, and we need to ensure that our underpinning role is one of support to those archers, volunteers and participants. By supporting our community, we will give everyone the opportunity to participate, progress, and achieve.

All our work so far and over the next four years will be made possible by our volunteers, coaches, judges, archery families, and staff team who all dedicate their time to our sport. We, as Scottish Archery, are focused on our role over the next four years—to support our archery community.

This new strategy ensures longevity of archery as an inclusive and sustainable sport, a sport where lifelong participation is promoted, and a sport where people feel a sense of belonging.

We understand that archery activity is built on a strong system and recognise that we need to refocus on the foundations of our infrastructure. We also understand the importance of being innovative with our programmes to keep up with the everchanging dynamics of society.

Supporting our fantastic people and widening our connections to advocate for our sport will be vital for growth and development. Our plans will include regular reviews to evolve what we do to ensure continuous improvement. Our members will be with us on the journey.

We've taken what you, our members, have said and used what we know to develop our strategy. Underpinning our plan will be our commitment to equality, diversity, and inclusion, which is woven through all that we do. This is our strategy for the next four years and beyond.

The Scottish Archery Team

Vision, Mission & Values

Over the next 4 years we will base our strategy, actions, and direction on the following key principles:



Our Pillars

By evolving our thoughts at regular intervals with members, we have developed 3 key pillars that will direct our work over the next 4 years.

STRONGER SYSTEMS

Our systems will be the key to strengthening the environment for growth and retention.

SUPPORTED PEOPLE

Our people are at the heart of our archery systems. We need to support and empower our people.

WIDER CONNECTIONS

Wider connections will support our systems and people for growth and sustainability.



Stronger Systems

Our systems are all the pieces of the jigsaw that support the journey of a member. When we talk about systems, we mean clubs, pathway, events and competitions, safeguarding and inclusion, and strong governance.

Clubs



01. STRATEGIC INITIATIVES

- Deliver an inspiring and appropriate club modernisation programme that will help clubs to set new ambitions.
- Innovative programmes, with a focus on sustainable practices and growth strategies.



02. WHAT WE WILL DO

- Club Development Framework to provide appropriate support to clubs across all aspects of their operations.
- Connect into on target and existing resources to support clubs.
- Equality, Diversity, and Inclusion Training for all clubs.
- Utilise strong or aspiring clubs to work together to develop a club modernisation programme.
- Develop a programme for clubs to grow junior membership - linked to soft archery.



03. WHAT SUCCESS WILL LOOK LIKE

- Better supported and skilled club leaders.
- A comprehensive and flexible club education programme that is relevant to the changes and challenges faced by clubs and Scottish society.
- An increased and thriving base of young archers starting their archery journey, ensuring a sustainable future for archery in Scotland.

WHAT SUCCESS WILL LOOK LIKE:

- An inspiring and appropriate club modernisation programme that will help clubs to set new ambitions.
- Innovative programmes, with a focus on sustainable practices and growth strategies.
- Consistency across our 3 areas, with support provided.
- A strong, clear pathway for archers to participate, progress, and achieve.
- The development of archers across the pathway through the delivery of the national competition programme.
- Worldclass safeguarding processes.
- Up to date, relevant, and relatable governance documents allowing for modernisation of archery in Scotland.

Areas



01. STRATEGIC INITIATIVES

- Consistency across our 3 Areas, with support provided.



02. WHAT WE WILL DO

- Develop Areas subgroup.
- Governance Review to highlight gaps in support.
- Work with Areas to review events and squads and create a consistent approach.
- Provide support/resource toolkit on governance and policies (link to existing/best practice models and examples).



03. WHAT SUCCESS WILL LOOK LIKE

- Strong, well-functioning and supported areas providing consistent programmes for members.

Pathway



01. STRATEGIC INITIATIVES

- A strong, clear pathway for archers to participate, progress, and achieve.



02. WHAT WE WILL DO


- Review the pathway and highlight the gaps, consulting with members each step.
- Provide a framework to support archers to participate, progress, and achieve.
- Review athlete progression/pathway/national squad programme and implement a model for improvement.




03. WHAT SUCCESS WILL LOOK LIKE

- Increase in regular archers accessing pathway squad/national squad support.
- Increase in archers moving to UK programmes.

Events & Competitions

- **01. STRATEGIC INITIATIVES**
- Facilitate the development of archers across the pathway through the delivery of the national competition programme.


- **02. WHAT WE WILL DO**
- Review current events and highlight gap.
 - Work with Area subgroup to provide consistency across areas.
 - National Club vs Club Format
 - Introduce Pentangle Competition (rebrand) National Area Championships.
 - Ensure appropriate competition opportunities are available for archers progressing through the pathway. Review gaps and work with areas and clubs to enhance competition at all levels.

- **03. WHAT SUCCESS WILL LOOK LIKE**
- Increase in regular engagement with events.
 - More events for archers at all levels.

Safeguarding

- **01. STRATEGIC INITIATIVES**
- Worldclass safeguarding processes.

- **03. WHAT SUCCESS WILL LOOK LIKE**
- A safe sport with well supported club leaders.

- **02. WHAT WE WILL DO**
- Launch Forum mechanism for Club Safeguarding Officers.
 - Expand training and educational opportunities for Club Safeguarding.
 - Clubs have a named safeguarding and wellbeing officer.

Governance

- **01. STRATEGIC INITIATIVES**
- Up to date, relevant and relatable governance documents allowing for modernisation of archery in Scotland.

- **02. WHAT WE WILL DO**
- Review and modernise governance documents.

- **03. WHAT SUCCESS WILL LOOK LIKE**
- Review and modernise governance documents.

Supported People

We will continue to promote an environment that supports, empowers, and celebrates our volunteers, coaches, judges, members, participants, and staff.



WHAT SUCCESS WILL LOOK LIKE:

- A platform for our young people to give them a strong voice in shaping the system.
- Development of our existing coaches and growth in the network of registered coaches across Scotland, supporting their educational development for continual improvement.
- Development and growth of our officials and events volunteer team, ensuring volunteers are supported on their journey.
- Support and retention mechanisms for our network of volunteers, new ways to celebrate our great people.
- More opportunities for our people to have a voice and be part of the journey.

Photo by Dave Lee

Young People



01. STRATEGIC INITIATIVES

- A platform for our young people to give them a strong voice in shaping the system.



02. WHAT WE WILL DO

- Work with young archers to consider options.
- Create an innovative and engaging platform to ensure young people have a voice in what we do.



03. WHAT SUCCESS WILL LOOK LIKE

- Young archers are part of the decision-making process and have a platform for contributing to discussions to ensure continual improvement.

Coaches



01. STRATEGIC INITIATIVES

- Develop our existing coaches and grow the network of registered coaches across Scotland, supporting their educational development for continual improvement.



02. WHAT WE WILL DO

- Undertake a workforce audit to understand the needs of the sport.
- Review the Coach registration process.
- Deliver an inspiring Annual Coach Conference.
- Review continued professional development opportunities for coaches.



03. WHAT SUCCESS WILL LOOK LIKE

- An increase in coaches at all levels, supporting club and area activity.

Judges & Officials



01. STRATEGIC INITIATIVES

- Develop and grow our officials and events volunteer team, and ensure they are supported on their volunteer journey.



02. WHAT WE WILL DO

- Develop the Field Officials training programme and extend to include more people.
- Recruit new judges by creating a package for training and retention.
- Work with Archery GB to reduce barriers faced by Scottish based judges and trainee judges.



03. WHAT SUCCESS WILL LOOK LIKE

- More judges and officials supporting our Events and Competitions programme.

Volunteers



01. STRATEGIC INITIATIVES

- Create a support and retention mechanisms for our network of volunteers, and celebrate our great people.



02. WHAT WE WILL DO

- Annual Scottish Archery Awards Event.
- A robust induction process for all subgroup volunteers.
- Support to areas and clubs for recruiting, retaining, and supporting volunteers.
- Succession planning for board, areas, clubs.



03. WHAT SUCCESS WILL LOOK LIKE

- A well supported community of volunteers, strengthening the system.

Members Voice



01. STRATEGIC INITIATIVES

- More opportunities for our people to have a voice and be part of the journey.



02. WHAT WE WILL DO

- Members recruited onto subgroups regularly.
- Deliver four Open Mic sessions with Chair and CEO.
- Deliver three fireside chats per year.
- Deliver annual face to face roadshows in each area.



03. WHAT SUCCESS WILL LOOK LIKE

- Annual member survey—track culture and connection/satisfaction with governing body.
- Annually review the strategy implementation.

Wider Connections

We will connect with AGB, SportScotland, local and national government, third sector, schools, groups, media, and sponsors for the growth and sustainability of archery in Scotland.



WHAT SUCCESS WILL LOOK LIKE:

- Sustainable pathways created for community participants to continue with their archery journey.
- Extended connections with third sector organisations, schools, and groups to make an impact on social change together.
- A participation pathway for Archery in Scotland with national programmes at key entry points.
- A strong relationship with Archery GB to harness our collective strengths and bridge potential weaknesses, for the benefit of Scottish members.
- Enhanced offer to our members and our sport, for financial growth and stability.
- Enhanced visibility of archery, and greater affinity with our current and new members.
- New approaches to engage with members, and building on existing projects to enhance engagement.

Community



01. STRATEGIC INITIATIVES

- Sustainable pathways created for community participants to continue with their archery journey.
- Extended connections with third sector organisations, schools and groups to make an impact on social change together.
- Develop a participation pathway for Archery in Scotland with national programmes at key entry points.



02. WHAT WE WILL DO

- *Develop a programme for Club Community Connect (run, jump, and throw for Athletics model) using soft archery.*
- *Develop guidance on community engagement, and sharing best practice for clubs.*
- *Develop existing programmes (for example the care homes programme).*
- *Develop and deliver a national soft archery programme and platform for schools, local authorities, and clubs.*
- *Innovative programme for primary school children to try archery—Run Archery*
- *Deliver an annual national participation festival for primary schools, catering for all abilities.*
- *Review membership structure to create a soft archery membership.*



03. WHAT SUCCESS WILL LOOK LIKE

- More opportunities for communities who might face barriers to participation.
- New community clubs created.
- New partners to support our work.
- A wider reach in archer activity, providing opportunities to enable the inactive to be more active.
- Strong, impactful stories from participants to show the positive impact of programmes.
- A thriving junior membership.
- Soft Archery programme and resources available to every primary and secondary school in Scotland.
- A sustainable model for participants to enter our sport and remain in the sport.



01. STRATEGIC INITIATIVES

- A strong relationship with Archery GB to harness our collective strengths and bridge potential weaknesses, for the benefit of Scottish members.



02. WHAT WE WILL DO

- Archery GB representation on subgroups where appropriate to connect on UK wide issues which impact programmes in Scotland.
- SA representation on AGB subgroups.
- Develop a mutual partnership agreement/Memorandum of Understanding to establish a common understanding and framework for collaboration between SA and AGB.
- Review and improve member affiliation journey.



03. WHAT SUCCESS WILL LOOK LIKE

- Strengthened relationship with Archery GB.
- Scottish members receive equity of opportunity and access to services.



01. STRATEGIC INITIATIVES

- Enhance what we can offer to our members and our sport, and for financial growth and stability.



02. WHAT WE WILL DO

- Scope out member needs and enhance membership offer. Review member requirements.
- Connect with more partners to enhance membership offer.
- Create a commercial plan to attract a new range of partners and sponsors to add value to what we can offer in Scotland.



03. WHAT SUCCESS WILL LOOK LIKE

- New commercial partners to enhance our membership offer.
- Increase in sponsorship income, allowing us to expand current programmes.
- New commercial partners to enhance our membership offer.
- Increase in sponsorship income, allowing us to expand current programmes.



01. STRATEGIC INITIATIVES

- Enhanced visibility of archery, and better affinity with our current and new members.
- Continue to engage with members in new ways, and build on existing projects to enhance engagement.



02. WHAT WE WILL DO

- A new website that meets the needs of our current members, and attracts new members and partners.
- Create a communications plan to ensure processes are in place for communications across the organisation.
- All communications and platforms are as accessible and inclusive as possible.



03. WHAT SUCCESS WILL LOOK LIKE

- Improved score on annual member survey, considering culture and affinity with SA.



REVIEW THE STRATEGIC PLAN

- The strategic plan will be monitored regularly as part of the agenda at every board meeting, and through our subgroups.
- The strategic plan will be formally reviewed annually and reported via the Annual Report.
- Scottish Archery will consult with all stakeholders when fully reviewing the strategic plan.
- Equality, diversity and inclusion underpins all that we do. Our EDI Subgroup, as well as our Board and staff team, will ensure archery is a welcoming and inclusive sport for everyone through implementation of our EDI action plan.



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