



Scottish Archery

Annual Report

November 2014

sportscotland
the national agency for sport

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Annual Financial Statement

Chairperson's Introduction

2014 has been a year of consolidation for Scottish Archery.

I would like to thank all of those who took the time to attend the two General Meetings that had to be held during 2014 to get our organisation back onto a firm governance footing and to enable us to plan for the future. As you may be aware if either of these two meetings had not been quorate or had not been successful on the decisions made it is almost certain that 2014 would have seen the demise of Scottish Archery as the governing body for our sport in Scotland.

While governance, policies and procedures will appear boring to most [including me] I am afraid that this is an area that the Board, and in particular our Director of Governance, has had to spend quite a lot of our time addressing during 2014. From a 'good governance' perspective we are now in a far stronger position than we were at the start of 2014. Not only is this really good for all of our membership, but it also improves the perception of Scottish Archery from key partners such as **sportscotland**.

At the 2013 AGM I noted 10 areas that I believed that we should focus on during 2014 and I am noting below progress that has been made on these areas over the past 10 months – in no particular order.

Communication with the members of Scottish Archery

The Board has tried to ensure that we have built a strong dialogue with the membership of Scottish Archery. All of the Board Meetings [all 15 of them] have been minuted and these minutes have all been published and are available for comment or question at any time. Scottish Archery has a robust communication plan in place. We are always happy to hear any views, comments and questions – so please do submit these for discussion at future Board meetings.

We have endeavoured to actively communicate with the members of Scottish Archery as effectively as possible throughout the year, and details of this are included later in this Annual Report. I would urge as many of you as possible to register to receive communications such as e-mails and E-Newsletters directly. This reduces the strain on Club Secretaries to forward on communications from the Board and means that you are unlikely to miss anything while your club secretary is on holiday.

Build trust with the overall membership – and 'clubs' in particular

This is quite a hard area to gauge whether we have been successful or not in achieving our aims. The Board can certainly measure the output of what we are delivering in the way of changes and communication to the membership. However I will have to leave it to the individual members and clubs to let us know whether your Board has earned your trust.

Governance

This is covered elsewhere in this Annual Report. It is fair to say, however, that without strong and appropriate governance in place Scottish Archery could not grow, develop and continue to have the support of bodies such as **sportscotland**. The past 12 months have seen your organisation develop significantly in this area. We have also tried to keep to our

commitment that all processes, procedures and policies would be open to consultation by the membership prior to their implementation.

We are currently on a journey to achieving Foundation Level for our Equality Policy, which is both a requirement for ongoing sportscotland support and is also regarded as good governance. In the summer we attended the launch of the LGBT [Lesbian, Gay, Bi-sexual and Transgender] Charter for Sport and will be signing up to this charter as soon as this opportunity becomes available.

PVG

Martin Symonds, our Director of Membership Services, will provide you with an overview of the current status of our PVG programme later in this report. Suffice it to say at this juncture that almost 8 times more applications for PVG membership have been processed this year than in the previous 3 years combined. We have built and continue to build a strong relationship with Volunteer Scotland and Children 1st to ensure that our PVG policies are regarded as best in class and that we are instilling the requirement to have strong child protection protocols in all clubs across Scotland. Please do ensure that if your club has its own Child Protection policy that it aligned to the new Scottish Archery policies. If your club does not have its own policies, it may be easier to formally adopt the SAA policies by noting it in committee minutes and incorporating it into the club's constitution. This is for the protection of all involved in our sport – not just children but also the coaches and volunteers who supervise them during their archery activities. We also continue to work closely with Archery GB to ensure that the differences between the Scottish and English systems are fully understood and acknowledged and that their procedures take account of this.

Volunteer recruitment, development and retention [at Board level and to support the work of the Board]

From a personal perspective it has been a joy to have worked with the whole Board of Scottish Archery in 2014. While the start of the year was particularly difficult with only 2 Directors in place after the 2013 AGM it was fantastic that at the April EGM you elected a further 7 members to the Board. I would personally like to thank all of my fellow Board members for being so willing to step forward to volunteer for these positions and for the phenomenal amount of time and effort that they have dedicated to getting Scottish Archery onto a positive footing and the work that they have all done on behalf of the whole membership of Scottish Archery.

Our sport, and Scottish Archery as the governing body of our sport, can only grow and develop through the volunteers that make everything tick, whether this be at Club, Area or National level. It is encouraging that a number of people have volunteered to work with Board members on various committees as their input, views and work effort are beginning to make a real difference to the pace of change and improvement we are seeing.

However, I should say that we can never have too many volunteers – so if you are interested in making Scottish Archery a better organisation and can volunteer a few hours a month please just let anyone on the Board know.

I should also make mention of the work that Muriel Kirkwood has been doing on the Board of Archery GB for many years. While Muriel is not a representative of Scottish Archery on the Archery GB Board she does ensure that there is a Scottish voice and perspective.

Relationships with sportscotland and Archery GB

2014 has seen a great improvement in communicating between Scottish Archery and Archery GB and **sportscotland**.

At the start of the year I had to advise you that unfortunately **sportscotland** were not in a position to provide funding to Scottish Archery during 2014 due to issues around required paperwork not being provided to them in the latter part of 2013. At that time it appeared highly unlikely that Scottish Archery would secure any funding until at least April 2015.

However, by mid 2014, Scottish Archery had made significant progress on a number of fronts. Through discussions and liaison with our partnership manager in **sportscotland** we managed to submit an application for funding in late June and in early July we were advised that we had been awarded a pro rata investment of just under £13000 for the remainder of their financial year [to end March 2015]. We are currently working with **sportscotland** on preparing our submission to them for potential funding from 2015 – 2017 and by the time of our AGM we should be in a position to advise whether we have been successful in this bid.

One of the significant pieces of work that was undertaken in mid 2014 was a development audit of Scottish Archery by KPMG on behalf of **sportscotland**. This covered a broad range of aspects of our organisation from governance, financial management, risk management, planning and reporting, to policies and communication. A draft output from this audit has now been produced by KPMG. The Board has provided feedback on this and hopefully by the time of our AGM we will be able to share the KPMG report and the implications that this will have for Scottish Archery over the next few years.

It should be noted that the support that we receive from **sportscotland** is not only financial. They have been providing significant support, advice and guidance on a number of fronts: governance, coaching, performance and facilities being just some of these areas. It is only by retaining and developing the confidence that **sportscotland** has in our sport and us a Scottish Governing Body that such support will remain in place.

Our relationship with Archery GB has also improved over 2014. Alistair Paton our Director Governance and I met with the Chairman and Chief Executive of Archery GB early in the year and I also took part in a meeting of the Regional and Home Nations Chairs in Lilleshall in April.

In addition to the above we are building a strong relationship with Scottish Disability Sport, and through them with Battle Back – the organisation for injured servicemen and women. We believe that this relationship will pay dividends over the coming years through attracting more people into our sport and ensuring that archery in Scotland remains truly a 'sport for all'.

We have been making efforts to ensure that our Academy, Junior and Senior Squads and teams are more closely aligned to the Archery GB structures and pathways. More detail of this is contained in the Performance area of this Report.

Further information and detail of what it is that the Board is trying to achieve on behalf of the membership of Scottish Archery is contained in the 4 Year Strategy and Operational

Plan that has been available on the Scottish Archery website for the past couple of months. What has to be clear is that the implementation of this strategy and plan relies on you, the members of the organisation, to actively engage with this. I would therefore ask you all to read this document and to provide feedback and input so that your Board can ensure that we remain aligned to your wishes and expectations.

Coaching and Archer development ~ development of 'Player Pathways'

We have pulled together a Coaching Committee during 2014 whose remit is to improve the overall availability of coaching across Scotland and to increase the number and level of accreditation of qualified coaches across the country.

The committee will also identify how best to actively engage the coaching community with the rest of the Scottish Archery community.

For the first time in many years a Level 1 coaching course is being held in Shetland later in November and a level 1 course is also nearing completion in the central belt.

Identifying strategies to grow our sport and to retain those who do join for longer.

Our Strategy and Operational plan lays out our aspirations for growth over the coming years with a 15% growth anticipated over the next two years. Based on the levels of growth in our organisation that has been seen over the past 25 years this should be a stretching but achievable target for us to aspire to, although this still puts us behind the levels of growth achieved in many other areas of the UK.

Initially we will focus our efforts on identifying clubs and facilities where archery is already being undertaken but where those clubs, facilities and participants are not affiliated to Scottish Archery. Our second aim is to more actively target schools Universities and colleges to identify opportunities for introducing archery into them. We will also be working with clubs that wish to grow and develop further to identify how this can be achieved.

We intend to create a Club Development Fund in 2015 that will be used to support the growth of new clubs and also the development and growth of existing clubs. Full details of this will be published early in 2015.

Identifying how to get more archers to become 'competitive' and participate in external competitions.

Progress on developing an understanding of this issue is being made. More information on what is happening in this area is included in the section of the report on Operations and Judging.

This is undoubtedly something that the Board, and indeed all affiliated clubs are going to have to work together on over the coming months – and potentially years. If we can't get more people interested in competing we will see a rapid decline in those who reach elite levels and who may aspire to competing on the world stage. This would inevitably have a significant impact on our ability to negotiate and secure funding through **sportscotland**.

Directors' Reports

Governance Report

Since election in December 2013 this directorate has arranged two EGMs to elect a full Board together with approval of new Articles of Association and Bye laws.

Policies and Procedures - substantial progress was and is being made towards updating and reviewing these at Board and committee levels prior to implementation but there are still a number yet to be revised.

As promised on election, the Articles, Bye Laws and other documents were reviewed before being placed on the Scottish Archery website for member consultation and comment. As a consequence of this, comments from the membership resulted in certain changes being made to reflect cogent submissions.

This procedure will continue until all documentation has been reviewed before being placed on our website for consultation by the members. So as not to overburden members this will be completed in tranches of 3 documents allowing as much time as possible for member comment.

Equality is a major factor within this directorate and the Board is well down the road towards Foundation Level of Equality through **sportscotland** and Plan4sport - a necessary step to ensure continuation of Strategic funding from that source.

Disability is another area where progress has been made towards closer involvement between SAA and Scottish Disability Sport with a positive feedback and good outlook for increased interaction between the groups.

This is an ongoing project with significant possibilities in the future and not just with Scottish Disability Sport.

Archery in a Primary School – this pilot project set up last year by the previous Board in an Ayrshire primary school and during the year has been extended into a local Youth Group.

However, due to concerns within the Education Authority and a long term illness with the crucial Youth Group staff member this has resulted in temporary suspension of this project. To take this fully forward requires the involvement of a Scottish Archery Development Officer who would be available during and after school hours. Regretfully, until this can be made financially viable, the project will remain in its infancy and aspirational.

Nonetheless, discussions with **sportscotland** towards funding or part funding such a position will continue.

Operations and Judging

My role on behalf of the membership is to promote and encourage archery competitions within Scotland.

I volunteered for this based on my experience as a competition organiser. I quickly become aware that the same questions keep being asked (1) why is there a drop in the number of competitors and (2) what can Scottish Archery do to attract more recreational archers to participate in competitions. These are ongoing challenges with no easy or quick answers.

Part of my brief is looking at this issue and providing suggestions and ways to identify and reverse this trend, if possible. However, it should be recognised that not all archers are driven to be competitive. However, I firmly believe that for those archers who wish to be competitive we offer and provide the most suitable and diverse range of events to allow those archers to follow their ambitions.

I would like to thank all shoot organisers who provide the facility for archers to compete. There are very few competition free weekends on the Scottish Archery calendar and in my view the organisers have offered and provided a wide and diverse range of tournaments from the highest level of competition to the not so serious but still competitive events.

To get a Scottish wide perspective about archery, archers and competitions, I formed a Competitions Committee. Each of the three Scottish Archery Areas are represented on this Committee. I would like to thank Ged Laing (West), Alan Wood (North) and Kay Smith (East) in agreeing to give the benefit of their experience as well as their time. I would encourage Members to make suggestions or engage in discussion with the members of the Committee or contact me on saa.operations@gmail.com if they have any suggestions or issues which they would wish the Committee to discuss.

In seeking to address the issue of participation, at competitions, one avenue which we are exploring is the possibility of conducting a survey of the membership. I am also mindful that there are other methods which we could use to obtain information. I wish to invite Members to approach myself or any member of our committee and express their opinions and suggestions about matters relating to the range and variety of competitions.

We are looking to address the issue about conflicts with dates within the tournament calendar as well as revising and seeking to update the Tournament Organisers Guidance. One of the current issues being dealt with is to identify and publish projected dates within the shoot calendar which are designated as Scottish Archery Championship tournaments. Most of these are already known to more experienced archers and the Scottish Archery Website is used to provide full details of the shoots which are available.

During the year I tried to visit as many competitions as possible to speak with organisers and archers.

Next year the Senior Euronations is being held in Edinburgh. As part of the organising team we are in discussion with Edinburgh University Sport and Exercise Centre and also working with the Performance and Communication directors in promoting and organising the tournament.

I have also supported the Judge Liaison Officer in discussing and implementation of a development pathway for Judges. One Scottish Archery Regional Judge has been supported and attended the World Archery Youth Judges seminar recently held at Lilleshall.

It is great for our sport that two new Regional Judges [Douglas Blyth and Andrew Duff] qualified during the year as well as two judges achieving National Judge accreditation [Liz Garrigan and Eleanor Wilson]. In late October, Douglas Blyth also achieved accreditation as an International Youth Judge.

Coaching Overview and Report

The coaching directorate got off to a slow start but from this we are making progress in the right direction, albeit it slowly.

Contact was made with **sportscotland**; to start the process of working together. In the future we hope to offer candidate level 1 and level 2 coaches financial help towards the cost of training courses.

A coaching committee has been set up under the Director for Coaching. This consists of all four senior coaches in Scotland, Peter Lennon, William McKay, Thomas Miller and Iain Wilson; Co-opted members from each of the area – Andrew Kelly (North, Neil Scott (West), Moira Taylor (East); Disability representative Michelle Phillip and Director of Performance Claudine Jennings. The inaugural meeting of the committee has taken place.

A level 1 coach training course has been organised for Shetland. It proved difficult to organise this owing to some issues with Archery GB. This has been addressed. It is scheduled for 22/23 Nov and 6 Dec with an assessment date early in the New Year. There has been 1 level one course completed at Milgavie in June and there is currently one in progress at Grange.

At present because of a further issue with Archery GB we do not know how many licenced coaches there are in Scotland. This is an issue with renewals and disclosure checks. This is being addressed and with the help of Martin Symonds and the Archery GB office we are beginning to get a truer picture of the number of coaches in Scotland.

In tandem with this we are creating a list of coaches, so that we can communicate directly across the coaching community. If you are a coach and wish to be sent emails concerning coaching please contact Peter Lennon on peter.lennon.coach@googlemail.com

The Future

In 2015 Scottish Archery will be bring more transparency to the administration of coaching. Currently there are three regional coaching officers (RCOs) for performance, education and development. These posts were set up in the past to mirror what was happening at Archery GB level. ArcheryGB have moved on and discussion is required within the coaching community to see how we administer coaching at a Scottish level. This discussion will also have to be held at Area level. To get this discussion moving there will be an AGM of Scottish coaches early in the New Year,

At the coaches AGM there will be discussion on development of coaches, centring on requirements of the coaching community, what development needs are, and how they can be provided. This may involve coaches attending sessions within their areas or at courses run by local councils or courses run by **sportscotland**. Whatever the needs of individual coaches are, Scottish Archery will endeavour to meet these needs as fully as possible.

Volunteers

All coaches within Scottish archery are volunteers. It is the wish of Scottish Archery to bring people who wish to help their fellow archers in to the coaches' circle, to furnish them with the right training at the right time, and to help them along the coaching pathway, however far they may wish to travel along it.

Performance Review

Since the EGM in April we have moved forwards with performance in the following areas:

- ➔ Selection criteria for Scottish teams published on the Scottish Archery website. Selection for both junior/ and senior teams based primarily on scores shot in open competition.
- ➔ Junior Academy continued with applications opened to all Scottish Archery juniors for 2014/15 resulting in an Academy of 15 archers. The Archery GB Talent Training Programme has been formalised and updated this year and has been implemented into the Scottish Archery Junior Academy with support from Archery GB talent coaches.
- ➔ Archers with 2 or more MB scores from the 2014 outdoor season were invited to senior squad (resulting in a squad of 19). Four training days are planned over the 2014/15 indoor season which will include one day with Archery GB head coach Lloyd Brown.
- ➔ Discussions about a Scottish Centre of Excellence for Archery have been revisited with a number of potential sites explored.
- ➔ Selection criteria for Youth Commonwealth Games in Samoa 2015 have been published in draft form and are undergoing revision to conform with Commonwealth Games Scotland selection policy. Final selection criteria will be made public in November 2014. We hope to send 2 junior recurve archers to Samoa in 2015.
- ➔ Four archers have been identified for a Scottish Archery disability squad with funding from **sportscotland** being sought to aid with preparations for selection for the Paralympics in Rio 2016.
- ➔ Plans to implement biannual open coaching days in each Scottish Archery area have been discussed which will be supported by a club resource pack and start in 2015. An open coaching day with Lloyd Brown has been organised for 23rd November 2014.

Congratulations to the following archers for representing Scotland in 2014:

Seniors: Stuart Barby, Malcolm Alexander, Douglas Jardine, Matt Nowicki, Gareth Fleming, Rebekah Tipping, Migele Petruskeviciute, Kyshiea Nowicki, Fiona Hirst, Victoria Barby, Naomi Jones, Elaine McLean, Jacqui Alexander, Alistair Whittingham, Stuart McLellan, Martin Krusche, Frank Maguire, Mike Alexander

Juniors: Struan Caughey, Gareth Fleming, Curtis Hirst, Caitlyn Aitken, Emma McLachlan, Fraser Chape, Evelina D'Arcy, Hannah Worthington, Gregor Stevenson, Sarah Fraser, Aidan Hughes, Geordie Harrow.

Membership Services

This past 12 months has been spent putting together different strands for the Strategic Plan and looking to the future direction of Scottish Archery. One of the biggest challenges is keeping track of the membership, in other words, who is and who was a member. Kathleen Male has been doing a fantastic job, inputting all members' names supplied by clubs into the database but with over 2200 member during 2013/14, this can be a very time consuming job.

In the modern online era, when we do everything from banking to booking holidays on line, why should Scottish Archery not do the same? I have held preliminary discussions with a company who have provided online membership systems to other sporting bodies. The system brings the functions of adding/renewing memberships, entering competitions, applying for courses into one streamlined place. This is still at an early stage, and will have to link in with any system which Archery GB introduces.

The number of members in 2013/14 was similar to the previous year at just over 2200. One new club, Irvine Toxophlites, affiliated as a new club during last year. Since the start of the new affiliation year in October 2014, one new club, Edinburgh City Bowmen, has affiliated with 4 other clubs, registered with Archery GB, but still to affiliate to both Archery GB and Scottish Archery. We are looking to have a 15% increase in membership over the next two years.

The future of archery starts with the youth of today. We need to continue to promote archery in schools and universities to achieve this. Scottish Archery hopes, in the future, to create a salaried post for an Archery Development Officer to take this forward.

The protection of children is paramount in all sections of society. Scottish Archery recognises this has to be at the forefront of all activities involving junior members. Over the past 8 months, coaches have been invited to convert their Disclosure certificates to PVG membership. To date 45 applications have been submitted and processed.

The PVG legislation requires that all those carrying out Regulated Work require to become PVG members including club volunteers and Child Protection Officers [CPOs].

I have been working with Volunteer Scotland Disclosure Services with a view to passing the responsibility for this to clubs for their volunteers and CPOs. I hope that this will be implemented in the near future.

Communications Review and Report

We have worked hard to improve both internal and external communications for Scottish Archery this year.

Our objectives for communication are laid out in the Strategic plan as follows;

- **Membership Communications**

Key to the on-going success of Scottish Archery is full engagement between the Executive and the membership of the organisation. There will be regular and effective two way communication with our members and the wider archery community through our website, newsletter, direct communication and social media as appropriate.

- **Promoting archery**

We continually promote archery as a modern dynamic sport whilst respecting its history and heritage. Where proper, appropriate and possible we will work to create links with popular events featuring archery such as films and sporting events.

- **Partnership communications**

Our closest partner is Archery GB, of which we are a Region [Home Nation]. As Archery GB is our UK National Governing Body we place a high priority on ongoing dialogue and discussion with them for mutual benefit. Scottish Archery work closely with sportscotland to develop our sport further and will seek to form partnerships with appropriate and relevant organisations that would benefit Scottish Archery and our members.

In order to meet these objectives, we set some key performance indicators to track our progress. Performance against these indicators are set out in the table below.

Key performance indicator	Progress
Increase twitter followers by 50% over the first 12 months	Complete
Increase Facebook followers by 75% over the first 12 months	Increase from 308 to 500, which is an increase of 62%. Hope to achieve target by year end.
Increase website hits by 25% over 12 months	We have had 3500 visitors to the Scottish Archery website this year visiting 7200 times in total
Number of printed articles in the press	8 printed articles
Newsletter opens	22 newsletters sent with an average 55% open rate.
Feedback from memberships - 60% positive	Plan to survey members in the new year to measure feedback

Website Update

At the beginning of the year, we carried out a survey of the members to understand their requirements and aspirations for the Scottish Archery website. The results of this survey have helped us to shape our thinking on what our website should deliver. We will continue to use the current website to promote content until we are in a position to move to a new website which can be hosted, owned and managed in house within Scottish Archery and its resources. The new website will be significantly different and progressive, in order to

make it worthwhile to go through the process of changing it. We expect that a new website will be available towards the middle of next year.

Traditional Media

30 press releases have been issued, with a take up in the press of 8 published articles. The published articles relate to performance archers successes at international and national level competitions.

Social Media

Our social media presence has significantly increased this year with 500 followers on facebook and 537 followers on twitter.

We recognise how important social media is in engaging audiences in archery and we hope that the members will continue to support our social media endeavours.

Newsletters

260 members have subscribed to receive direct emails from Scottish Archery. 22 newsletters sent this year, with an open rate of 55%, which is higher than normal for membership newsletters.

Plans for next year

We plan to run a media open day in the spring. This would involve a come and try session for press contacts and their families. Selected representatives of Scottish Archery would be invited, such as Paralympians, Commonwealth Games participants, judges, coaches and Board members to meet the press and provide comment and interview opportunities.

We will develop media guidelines for enquiries that come to Scottish Archery, including key messages, and encourage all members to engage with and adopt communications opportunities, particularly in social media.

We will explore other communications opportunities and tools, such as blogs from key members (officials, performance athletes, board members, coaches), in order to encourage further comments, feedback and interaction with the members.

Director Without Portfolio Review

Unlike the other Board Directors, this position does not have the same defined role.

This has enabled a broad perspective to be applied to the work and function of the Board.

As part of my position I have been able to attend external meeting to represent Scottish Archery when other Directors were unavailable or where it was thought my previous experience in Archery Administration might be of benefit.

Having acted as Chairman of the AGM in 2013 there have been other occasions when I have acted in the same capacity at Board meetings and also represented the Chair externally.

Following last year's AGM a considerable amount has been achieved primarily with our funding partners **sportscotland**. There is now a stronger connection between our organisations and more confidence in Scottish Archery to fulfil its role as the Governing Body for our sport.

The Strategic Plan for the Development of Archery together with the various Policies and Protocols we have created also demonstrate to our Partners that Scottish Archery is well organised and in good shape. This has been acknowledged by the release of funds by **sportscotland**.

There have been areas where I have had a more specific role to play. Firstly as the Scottish Archery representative on the Cross Party Group on Sport. This is a Scottish Government initiative aimed at ensuring more people in Scotland participate in some form of sport or exercise activity to create pathways to help improve the health of the population. Whilst not specific to one sport or activity at least by being represented on the Group there is a voice and presence should it becoming necessary.

The other area where I have been specifically involved has been in addressing the matter of a centre for excellence. A number of potential venues have been looked at many of which, although suitable in some way, have unfortunately had some issue which has made them unsuitable for our purposes. In conjunction with the Directors of Performance and Operations we have drawn up a 'wish list' and have met with **sportscotland** to make initial approaches with regard to funding. Although none of the various schemes have yet come to fruition there are some which show very definite promise.

When first approached to be co-opted on to the Board I agreed but with the proviso that it would be until the next AGM. Therefore I will stand down as a Director this year and not seek re-election. The current Board of Scottish Archery is to my mind one of the strongest there has been for some time, and I have been involved in Scottish Archery Administration for over 25 years. I wish them success for the future and wish to record my appreciation of the considerable amount of work done and the successes achieved in such a short time.

APPENDIX - A

Annual Report- Finance

It has been our aim this year to update and streamline the financial recording for Scottish Archery in order to give the Board better knowledge of our financial position at any given time.

Better control and awareness of our financial position has played a part in enabling us to obtain funding from **sportscotland** as per the accounts and is essential to enable us to administer Scottish Archery in an efficient manner which complies with **sportscotland** and Archery GB guidelines and allow us to negotiate funding in the future.

To achieve this we have moved from a computer based accounting package which could only be held on one computer to a cloud based program with the following advantages;

1. No data is held on any personal computer. This is more secure as data is accessed via the internet.
2. Access is controlled via passwords which can be provided as necessary for the accounts to be reconciled or for accounts production at remote locations. This overcomes the problem of a geographically widespread Board.
3. The accounts can be structured to allow better tracking of budgets set by the directors.

We currently hold a deposit account which was set up some time ago at a fixed interest rate which is much higher than those currently available but we are in the process of exploring possibilities for making further investments offering a worthwhile return.