



SCOTTISH ARCHERY

STRATEGIC PLAN 2014 – 2017

Operational Plan 2014 – 2015

Version 2nd October 2014

1. INTRODUCTION

Scottish Archery (SAA) is the National Governing Body for the sport of Archery in Scotland.

It provides a broad base of services nationwide for its **2140** Members and Clubs (**58 senior, 10 disability and 36 junior clubs**) across Scotland delivered by a dedicated volunteer base of club members, officials and coaches.

Scottish Archery is affiliated to the UK National governing body, Archery GB and through them to the world governing body World Archery.

Archery is an increasingly popular sport. It is fully accessible and can provide lifelong recreation to people of all ages and abilities. Archers shoot from **around 8** years old up to their seventies or eighties and it does not require a partner or team to participate. It is fully inclusive and appeals equally to all ages irrespective of gender, race, ability and disability within the population. Archery is one of very few sports where able bodied athletes and athletes with a disability compete directly against each other

Further information on Scottish Archery is available on our website – www.scottisharchery.org.uk

This document sets out the Strategic Vision, Mission and Priorities for the SAA for the next four years, together with a twelve month operational plan for June 2014 – June 2015

2. CORE PRINCIPLES

2.1 VISION

To: promote Archery in Scotland as a popular, fully participative and inclusive sport with the potential for archers to compete at local, regional, national and international levels and to achieve their individual aspirations. To grow and develop our volunteer, coach and official base and to assist members to achieve their individual potential.

2.2 MISSION

Our mission is to develop, grow and promote archery as a modern dynamic sport while respecting its history and heritage, ensuring each member is able to participate fully and in line with their potential and desire.

2.3 VALUES

The way we work and the culture of our organisation is underpinned by our values:

- Approachability
- Responsible Leadership
- Inclusiveness
- Recognition
- Openness
- Aspiration
- Fairness
- Equality

3. STRATEGIC PRIORITIES & OUTCOMES

In order to achieve our vision and deliver our mission three strategic priorities areas and associated outcomes have been identified to be achieved during 2013 – 2017.

- Governance – To ensure that our membership have confidence in the processes and procedures of the organisation and to increase assurance level of **sportscotland** through the outcomes achieved from the scheduled Development Audit by 2016 (based on outcome of planned 2014 audit)
- Development – To increase the membership of Scottish Archery by **15% [increase of 321 – by 2016 To increase numbers of qualified and active coaches [Level 1 – UKCC accredited, Level 2, County and Senior coaches] from 33 to 95 by 2018]** To increase the number of officials from **14 to 15 although two of the current judges are semi-retired and 15 is the maximum number needed for present competition level in Scotland.**
- Performance – **Due to ongoing reclassification of Paralympic status, 2 Scottish athletes on Team GB at 2016 Paralympics,** 3 Scottish athletes representing Team GB in the Compound discipline each year (outdoor, indoor or FITA field), 2 Scottish athletes representing Team GB in the recurve discipline each year (outdoor, indoor or FITA field)

4. AREAS OF FOCUS

Each of our strategic priorities has a number of key areas of focus with associated goals;

4.1 GOVERNANCE

- **Board Structure**

Scottish Archery is a Company limited by guarantee administered by a Board supported by a part-time Administrator. It is a volunteer led organisation run for the not-for profit and sporting benefit of its membership. The Board structure will adapt to reflect its strategic priorities, while considering the skills and experience of the relevant officers when considering their appointment.

Early in 2014 new Articles of Association were reviewed and revised in consultation with the membership and external stakeholders so that they fully support the aims and goals of the Company as well as having the support of the membership. These Articles were passed and adopted by a Special Resolution at an Extraordinary General Meeting of the Company on 31st May 2014.

Also, on that date, revised Bye Laws were passed and adopted by an Ordinary Resolution at the meeting.

In order that the Board structure reflects these strategies it will comprise a maximum of 9 members with responsibilities for but not limited to:-

Chair plus up to 8 other directors whose individual responsibilities will be the prerogative of the Board. Key to the success of the organisation is ensuring that the Board has a 'skills based' approach to recruitment to ensure that we have the correct mix of experience, knowledge and ability to continuously move the organisation forward.

Whenever possible, 2 of these directors should be independent of the Company and may be appointed on an interim basis by the Board commensurate with their skills and experience. Such independent directors will require ratification by the membership at an Annual General Meeting before their appointment is fully effective.

Ongoing progress is being made to review and update all the remaining rules, regulations and policies of the Company to ensure they are compliant with modern legislation and perceptions. The intention will be to have this programme fully completed as soon as practical and certainly before the end of 2014. Initially, all such protocols and procedures will be made openly available to the membership for consultation by way of the Company website before being fully implemented.

- **Financial Management and Reporting**

As a Company Limited by guarantee, Scottish Archery fully complies with all legal requirements in terms of reporting annually to our members and to the relevant financial authorities (eg: Companies House and HMRC).

All of our financial policies are robust although sufficiently flexible to allow for unpredicted emergencies. Our financial planning and the implementation of our policies are conducted effectively and efficiently to the satisfaction of our members, stakeholders and statutory authorities. Attendance at independent seminars

on various financial and taxation issues is an ongoing feature of our intention to ensure that we keep up to date with all aspects of sports financial management and that we continuously review our financial processes and procedures.

- **Partnership Working and Communication**

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

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.

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, eg: Scottish Disability Sport, to grow and develop our sport and to make it more accessible to more participants.

Scottish Archery has a draft Disability Strategy in place [**appendix 1**] – this will be reviewed and amended as required in order for us to create new opportunities along with Scottish Disability Sport and sportscotland for increasing participation in archery for those with a disability and to develop a Player Pathway for archers with a disability to enable them to achieve their full potential. This strategy will also take account of those with disabilities who may also wish to pursue opportunities in relation to coaching, officiating or volunteering within archery in Scotland.

A full Communication Strategy has been developed and will be implemented over the course of the next 12 months [**appendix 2**]

- **Equality**

Scottish Archery endorses the principle of sports equality and will strive to ensure that everyone who wishes to be involved in archery in Scotland, whether as casual participants, competitive archers, team members, volunteers, coaches or office-bearers in clubs or in Scottish Archery:

- has a genuine and equal opportunity to participate to the full extent of their own ambitions and abilities, without regard to their age, sex, gender identity, disability, marital or civil partnership status, pregnancy or maternity, religion, race, ethnic origin, socioeconomic status or sexual orientation; and
- can be assured of an environment in which their rights, dignity and individual worth are respected, and in particular that they are able to enjoy their sport without the threat of intimidation, victimisation, harassment or abuse.

4.2 DEVELOPMENT

- **Our Active Members - Coaches, Officials and Volunteers**

Scottish Archery recognises that key to our success is our membership and the coaches, officials and volunteers who make things happen, whether running clubs, events, coaching and training sessions or officiating at local and national events.

Structures will be put in place to ensure these groups are able to develop their skills and aspirations through co-ordinated and appropriate pathways.

We will work with our members and Archery GB and, where appropriate, other key partnership organisations which will:

- Identify and develop more coaches, appropriately qualified and actively deployed. This will be aligned to Archery GB and UKCC pathways as appropriate
- Review development programmes for our officials and volunteers and work closely with Archery GB to further enhance our officials' Development Pathway **with Continued Professional Development throughout.**
- Work with our clubs to improve the recruitment, retention and recognition of volunteers

- **Pathways – Clubs and Schools**

A key ambition of the SAA is to increase participation in our sport through support to clubs to increase their membership. When our financial position permits we will review the position of a Club Development fund to provide affiliated clubs support towards growing and developing their membership/facilities. More importantly, we will support clubs to identify and access other sources of funding wherever possible and appropriate.

SAA will, wherever practical, support the development of new archery clubs across Scotland.

We will work with Scottish Student Sport (SSS) to aid development within Scottish Student Archery and to further develop player pathways for students both during and after their time in further education

We will work closely with Archery GB to develop a plan to develop the 'Archery in Schools' project more effectively across Scotland with a view to developing a 'School Games' competition by 2017.

We will work with Active Schools in targeted areas of Scotland to introduce more young people to the sport and link the schools with local clubs to help in our goal of increasing membership of Scottish Archery. Current engagement with North Ayrshire Education Department in providing equipment and support for the introduction of archery within primary schools in that area is an ongoing project which we hope to augment and expand into other locations in the future.

- **Competitions Structures**

There is a calendar of competitions throughout Scotland from local to National standard This extends across the whole year. There are already several World Record Status competition held annually.

We will work with Archery GB to monitor and review competition structures to better meet needs of our members and to encourage greater participation in competitions. This will provide greater impetus to player Pathways and developments.

- **Facilities**

Some clubs report that the current availability of facilities are inadequate to meet the growing demand created by new members and the desire of existing members to practice more. The SAA will work with clubs to identify potential sources of funding to assist them should they require specific alterations or specific equipment [eg: ballistic safety netting].

Opportunities for involvement in the design of new facilities, such as the new National Performance Centre for Sport will be assessed and, where appropriate, we will ensure our sport is involved in discussions at an early stage.

A current project is ongoing to establish a register of club facilities so targeted funding can be considered according to the needs and demands of under-developed areas. A Centre of Excellence for elite athletes is still a project under review with two or three options available depending on the needs, wishes and aspirations of that group.

4.3 PERFORMANCE

- **High Performance**

We will continue to work closely with our colleagues in Archery GB to ensure that our high performance archers have relevant support programmes in place and are adequately provided for in terms of access to coaches and supporting services

Our aim is to run a Performance Squad each year, taking the best archers in Scotland and offering them support in areas of performance such as strength and conditioning training, goal setting, nutrition, performance psychology, and competition preparation.

We will work with World Archery to explore options for sending a Scottish team to European Grand Prix competitions, in addition to the GB Team. This would not be to detract or weaken the GB Team but as an opportunity to offer more Scottish archers the potential to gain experience competing at an international level.

We will send full teams wherever possible to compete in home nation competitions and explore options for sending Scottish teams to other international competitions.

- **Performance Development**

We will develop an 'Area Development Pathway' using the resources available through our existing coaching structure. This Pathway will support our overall high Performance Pathway and aspirations. Performance Development Squads and/or training days will be hosted in the three Scottish 'Areas'. It is envisaged that archers attending the area Performance Development Squads will transition onto the Performance Squad once they have reached the appropriate standard.

- **Para – Archery**

Recognising that archery is one of few sports where able-bodied athletes and athletes with a disability compete directly with each other, and acknowledging that Scotland has produced more than its fair share of High Performance athletes with a disability over the years we wish to maximise the opportunities for archers with a disability.

Scottish Archery will work closely with Scottish Disability Sport [SDS], which has identified archery as one of its priority sports, to create a programme and Player Performance Pathway for archers with a disability. This will assist with our strategic objectives both of having strong representation at the Para Olympics and also to increase our membership. Whenever possible this programme will be extended to include blind or partially sighted persons who are still able to participate in our sport and are currently very under-represented due to lack of general information on this possibility.

In parallel we will work with Archery GB and the Paralympic Podium Programme to identify and nurture talent in our archers with a disability and to ensure that they have a clear Pathway to Team GB level where their potential and performance merits this

- **Juniors**

The Academy structure that is in place will continue to be reviewed to ensure that it is aligned to the overall Archery GB Academy structure, programme and objectives. It is recognised that as the Academy structure in England is financially supported by Sport England, Scotland will have to identify an alternative way to fund and improve our Academy structure.

With archery being a participating sport at the Samoa 2015 V Youth Commonwealth Games we will develop a strategy for supporting our high performance youth athletes to ensure that they achieve the appropriate selection levels and maximise the opportunities for medal achievement.

5. OPERATIONAL PLAN 2014 – 2015

5.1 GOVERNANCE

Objectives to be achieved by the end of 2014

Priority Area	KPI	Responsibility	Success Measure(s)
Board Structure	New Board in place and operating effectively – full Board elected at EGM of 12 th April 2014	Chairperson & Director of Governance	<ul style="list-style-type: none"> • Date for 1st EGM Agreed [12th April 2014] • Board structure drafted for consultation [completed] • Board roles: Agreed and Advertised EGM and Role Profiles to be advertised w/c 10th February • Applications Received by 1st March • Membership Advised of Candidates by 22nd March • Directors elected on 12th April • Full complement of Directors • Board meeting schedule agreed for –2014 draft complete – will be finalised at meeting of 9th March and notified to membership <p>All of the Above completed</p>
Board Members	<ul style="list-style-type: none"> • Complete Skills Matrix to identify potential skills gaps by end September 2014 	Chairperson & All Directors	<ul style="list-style-type: none"> • Skills matrix to be distributed by end of June for completion. • All Board Members to complete and return to Chairperson by end of July 2014 • Discussion of output and agreement on any Action Plan required by end of August and recorded at Board

			Meeting. Skills Matrix Completed End of August 2014
Articles	<ul style="list-style-type: none"> • New Articles Agreed • Hold EGM (31st May 2014) EGM successfully held on 31st May 2014	Board as appointed at EGM on 12 th April	<ul style="list-style-type: none"> • Articles currently under review by Director of Governance • Draft circulated to 5 clubs for input and questions • To be circulated to broad membership by end of March • EGM to adopt these and other governance matters – proposed date is 31st May – in Perth. • Require at least 150 + voting members in attendance • Revised Articles approved at EGM in May All of the Above completed
Annual Accounts Completed	Accounts Completed and Lodged at Companies House	Finance Director now in place	<ul style="list-style-type: none"> • 2012 – 2013 Accounts • lodged with Companies House on 28th April 2014
Financial Reporting	<ul style="list-style-type: none"> • New Procedures Agreed • Transfer of book keeping to new system by the end of July 2014 	Finance Director	<ul style="list-style-type: none"> • Ongoing discussions amongst Director, Administrator and Accountants for completion before the end of the financial year in September 2014 • Operation Accounts all transferred across to KashFlow and this is now being used for day to day operations
Administration	Programme of Support Agreed	Current Board	<ul style="list-style-type: none"> • Efficient administration • Improved communications with partners

<p>Equality</p>	<p>Ensure that Scottish Archery complies with all aspects of Equality legislation and that our policies and procedures reflect this.</p> <p>Achieve Foundation Level for Equality by the end of March 2015</p>		<p>Chairperson and Director of Governance to attend sportscotland Equality Workshop on 3rd March [completed]</p> <p>Chairperson attending Equality Induction Training Session on Thursday 12th June</p> <p>Review of all Scottish Archery Policies including but not limited to Discipline, Social Media, Disability, Anti-Corruption, etc., to ensure they all reflect Equality measures within them</p> <p>IMPLEMENTED SEPTEMBER 2014</p> <p>To have the Chairperson & Director of Governance clearly identified as Equality Champions in the organisation</p> <p>IMPLEMENTED SEPTEMBER 2014</p> <p>To have appropriate Board training and Board 'buy in' to Equality as one of the guiding principles for Scottish Archery and to have this approved at an appropriate Board meeting.</p> <p>To work effectively with sportscotland and their agents to ensure that all appropriate policies and procedures are fully</p>
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			<p>compliant and in line with best practice by mid September 2014.</p> <p>ONGOING</p>
PVG	<p>Review current status of Scottish Archery PVG process.</p> <p>Identify scale of any backlog</p> <p>Agree with Volunteer Scotland [CRBS] & Archery GB a new process – meeting the needs of members and the organisation</p>	Head of Member Services	<p>Initial review undertaken to review current status of any outstanding PVG applications</p> <p>Initial review of PVG process undertaken and draft of proposed new process circulated to Executive for comment [completed 1st week February]</p> <p>Agreement in principle reached with Archery GB to accept any PVG 'Scheme Member' Disclosure Certificate, even without Scottish Archery being noted on the Certificate. Will help to address the backlog of coaches potentially operating without a coaching license. [completed by 28th February]</p> <p>New PVG process to be agreed with Children 1st and Volunteer Scotland – and presented to Scottish Archery membership [COMPLETED –subject to final discussion and alignment with Archery GB requirements]</p>

<p>Sportscotland Audit</p>	<p>Be in a position to undertake and complete the planned sportscotland audit by 4th July 2014</p>	<p>Chairperson [with input & assistance from whole Board</p>	<p>Having our revised Board structure in place and operational by mid April</p> <p>Have revised Articles circulated to the membership for consultation and review by end of March Approved by membership at EGM on 31st May 2014</p> <p>Have sportscotland audit successfully completed by start of July 2014</p> <p>COMPLETED – DRAFT AUDIT REPORT PRODUCED FOR REVIEW BY SCOTTISH ARCHERY CHAIR</p>
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5.2 COMMUNICATION & INVOLVEMENT

Priority Area	KPI	Responsibility	Success Measure(s)
Communication with Members	<ul style="list-style-type: none"> Communications Strategy Develop a communication strategy for effective communication and dialogue with SAA membership Launch an E-Newsletter both to communicate more effectively with the broad membership and to 'capture' individual e-mail addresses for ongoing communication Web Site 	<p>Board</p> <ul style="list-style-type: none"> Director of Communications Director of Communications Director of Communications 	<p>Appoint a Head of Communications [completed]</p> <p>Draft strategy completed [end of January] – to be reviewed by interim Executive</p> <p>First issue of E-Newsletter published end of January. Competition launched to 'capture' member's e-mail addresses</p> <p>Current webmaster reviewing 'new' site that has been developed. Paper produced, with recommendations, for the Board [completed]</p> <p>Survey undertaken with membership to identify key content areas. [completed]</p>
Partnership Working	<ul style="list-style-type: none"> Review Partners and identify how best to engage with them <ul style="list-style-type: none"> Archery GB CEO & Chairman Archery GB Performance 	<ul style="list-style-type: none"> Chair Chair 	<p>Initial meeting held with Archery GB CEO & Chairman [plus sportscotland] on 7/2/14</p> <p>Meeting held with Archery GB CEO & Chairman plus other Regional/Home Nations Chairpersons @ Lilleshall</p> <p>Initial contact made with Archery GB Performance Pathway</p>

	<p style="text-align: center;">Team</p> <ul style="list-style-type: none"> • Sportscotland <ul style="list-style-type: none"> • Archery Partnership Manager • Performance Manager • Scottish Disability Sport <ul style="list-style-type: none"> • Archery Relationship manager • Scottish Sports Association • Commonwealth Games Scotland 	<ul style="list-style-type: none"> • Chair / Director of Performance • Chair & Disability Officer • Director of Membership Services • Director of Performance 	<p>Manager.</p> <p>Director of Performance to arrange to meet with Archery GB Performance Pathway Manager</p> <p>Initial meeting held with SDS CEO and Opportunities Manager 21/2/14</p> <p>Meeting arranged with appropriate SSA staff by end of August 2014</p> <p>Identify criteria for potential involvement in the 2015 V Youth Commonwealth Games in Samoa & Develop a plan for involvement by end June 2014</p> <p>Invitations extended to all junior archers to attend the AGB Talent Festival in August for this purpose although unfortunate planning meant that this crucial exercise co-incident with Scottish Schools return</p>

5.3. DEVELOPMENT

Our objectives to be achieved by **30 September 2014**:

Priority Area	KPI	Responsibility	Success Measure(s)
Strategic Planning	<ul style="list-style-type: none"> Present the 4 Year Strategy to members for consultation and comment 	Chairperson [with appropriate Board members once in place]	<ul style="list-style-type: none"> Consultation process to be instigated through e-mail, website and E-Newsletter communication during June 2014 <p>COMPLETED</p>
Operational Plan	<ul style="list-style-type: none"> 2013 – 2014 Plan Agreed Planning completed for 2014 - 2015 	New Board	<ul style="list-style-type: none"> Implementation commenced Initial Outcomes measured for June 2014 Plan, including budgetary requirements, to be completed by 30th September 2014
Membership	<ul style="list-style-type: none"> Increased by 15% over the next 3 years 	Director of Membership	<ul style="list-style-type: none"> Identify initial baseline figure by end of July 2014 <p>COMPLETED</p> <ul style="list-style-type: none"> Engage with existing clubs to identify capacity opportunities and issues by end of September 2014 Develop plan for growth and present to members for approval and 'by-in' by AGM 2014
Coaching and Officials	<ul style="list-style-type: none"> Coaching Pathway programme agreed Officials support programme agreed Established Coaching 	Director of Coaching & Director without Portfolio	<ul style="list-style-type: none"> UKCC Level 1 and 2 mapped on to the SQA Framework by end of May 2015 <ul style="list-style-type: none"> Have programme in place Increase Officials by 5% Coaching Committee established and 1st meeting

	<p>Strategy Committee</p> <ul style="list-style-type: none"> • 		held on 25 th September
Clubs and Schools	<ul style="list-style-type: none"> • Engagement Plan 	Director of Membership	<ul style="list-style-type: none"> • Plan agreed and ready for implementation – aspirational by June 2015
Competition	<ul style="list-style-type: none"> • Review Completed 	Director of Operations	<ul style="list-style-type: none"> • Programme agreed for implementation
Facilities	<ul style="list-style-type: none"> • Facility Strategy 	Director of Without Portfolio and Director of Governance	<ul style="list-style-type: none"> • Complete facilities register of clubs and aspirations for future • Implement a club development fund • Referenced as opportunities arise by end of September 2014
Coaches and Volunteers Recognition	<ul style="list-style-type: none"> • Develop and implement a recognition programme for Coaches and Volunteers with a view to using this to incentivise more members to participate more fully as coaches and volunteers. 	Chairperson & Director of Membership	<ul style="list-style-type: none"> • Define the criteria for 2014 Awards – by end of June • Launch the recognition programme in early July with closing date for Nominations by mid August. • Feed Nominations into the spostscotland National COV Awards by the 28th August 2014 • Present 2014 Awards at our Annual General Meeting in November 2014

5.4 PERFORMANCE

Our objectives to have achieved by **30th September 2014**

Priority Area	KPI	Responsibility	Success Measure(s)
High Performance	<ul style="list-style-type: none"> • Programme Agreed • Selection of Squads 	Director of Performance / Director of Coaching	<ul style="list-style-type: none"> • Run 4 winter training weekends - completed • Invite specialists to sessions • Obtain feedback from Squad and Academy members and formulate 'continuous improvement plan' based on this feedback
Junior Performance – Youth Commonwealth Games – Samoa 2015	<ul style="list-style-type: none"> • Selection of at least two young athletes who are displaying podium potential for the Games in September 2015 	Performance Committee – reporting through the Director of Performance	<ul style="list-style-type: none"> • Selection process drafted and agreed by Scottish Archery by end of July 2014 • Agreement reached with Commonwealth Games Scotland on selection criteria by end of September 2014 • Communication to all potential young athletes of what will be required for potential selection by end of October 2014 • Full programme of activities to support the young athletes over the winter season.

Area Performance Development	<ul style="list-style-type: none"> • Programme Agreed • Selection of Squads • Area Training Days 	Director of Performance / Director of Coaching	<ul style="list-style-type: none"> • Conduct Area Training Day - 1 completed
Para-Archery	<ul style="list-style-type: none"> • Programme Agreed • Selection of Squads 	Director of Performance	<ul style="list-style-type: none"> • Run 4 winter training weekends – • Invite specialists to sessions
Partnerships	<ul style="list-style-type: none"> • Archery GB; SS; SGBs 	Board	<ul style="list-style-type: none"> • Maintain and Improve Links • Place short profiles and photographs of Board members on website for information of all partners - completed • Raise profile of Scottish team within the membership and externally through the traditional and social media

Appendix 1 – Draft Disability Strategy

Appendix 2 – Communications Strategy

Appendix 3 – Performance Strategy

Appendix 4 – Coaching Strategy

Appendix 5 – Operational Budgets

APPENDIX 1 – DISABILITY STRATEGY

SCOTTISH ARCHERY DISABILITY VISION

There is an effective elite pathway in place from Archery GB, the SAA are looking to support disabled archers from novice to until they reach the level to join that elite pathway.

We will endeavour to ensure our disabled archers have easier access to classification and well trained coaches.

At grass-roots level all clubs will be fully supported and know who to contact in the event of disability issues. We will ensure that we publicise the totally inclusive nature of our sport.

There will be clarity of rules for archers, coaches and judges.

Disabled participation in competitions will have increased and there will be smaller disabled specific competitions.

There will be a disability section on the SAA website with FAQ's and help sections. The SAA will have strong ties with disability organisations including SDS.

We will deliver training days and fun events in disability schools etc.

SCOTTISH ARCHERY DISABILITY MISSION STATEMENT 2014 - 2016

By supporting our clubs Scottish Archery will increase disabled participation in the sport by 4% per year.

Scottish Archery endeavours to ensure there is a minimum of one classification event per year in Scotland to give disabled members easier access to classification.

Disability training for coaches and leaders will continue and expand. Club officials/leaders/coaches will have access to a disability e-learning course.

A disability section on the website will support clubs and give them an easy point of contact.

A leaflet referencing all the disability rules will be made available. Scottish Archery will endeavour to run small introductory Area disability competitions to increase the number of competitive disabled archers. Scottish Archery will create strong ties will be created with disability organisations, we will deliver taster sessions in disability schools, disability clubs and rehabilitation centres.

We will create good working relationship with SDS to enable us to draw on their huge wealth of knowledge, we will implement using SDS courses for our coaches to enable them to get disability training that will count towards their CPD.

SCOTTISH ARCHERY DISABILITY BUSINESS OBJECTIVES 2014 -2016

- Increase disabled participation by 4% per annum
- Create and maintain good working relationships with SDS
- Create strong relationships with disability organisations
- Maintain strong relationship with Archery GB
- Deliver disability training to coaches
- Deliver disability training to leaders
- Deliver disability training to club officials
- Deliver at least 2 disability competitions per annum 2015 - 2016
- Maintain database of disabled archers within the organization
- Create and maintain focus group of disabled archers
- Create a disability section of SAA website [if this is deemed to be appropriate]
- Create and maintain an FAQ on disability archery
- Maintain library of disability equipment available for hire

SCOTTISH ARCHERY DISABILITY MAJOR GOALS 2014 -2016

Liaison Tasks

+ Create and sustain strong links with SDS: Through regular meetings and

emails strong links will be created between SAA and SDS.

+ Maintain strong relationship with Archery GB

Maintain the relationship with AGB to ensure all rules are being adhered to and the elite pathway is smooth.

+ Create relationships with disability schools within Scotland

By offering taster events in a number of disabled specific schools we can create strong links within the community. Clearly not everyone who attends a taster session will be able to cope in a club environment so we need to support our clubs in their ability to turn down membership as well as encourage them to accept it

+ Create links with rehabilitation centres.

By delivering taster sessions in rehabilitation hospitals/centres we will publicise the inclusive nature of the sport as well as encourage people to take up the sport and increase disabled membership.

The combination of the liaison tasks will increase disability participation.

Disability Training

+ Deliver disability specific training courses for coaches, 2 per year.

Create 1 on physical disability and 1 on learning disability (from 2015 onwards) in conjunction with Scottish Disability Sport

+ Deliver disability specific training course for leaders and club officials.

This may be done in conjunction with SDS training or e-learning but it would also be useful to have a hands on training course (from 2015 onward)

+ Create an e-learning course (preferably that counts towards CDP)

In collaboration with Archery GB and SDS an e-learning course will be created, it will be open to coaches, leaders and club officials by 2016

+ Negotiate free disability awareness courses with SDS.

Free courses were offered by SDS in the past, though the opportunity was not exploited. We will renegotiate to enable us to get free disability awareness training courses.

The training will provide clubs, coaches and leaders the opportunity to ensure they can cope with the intended increase in disabled participation.

Competition

+ Deliver at least one disability championships in 2014

Deliver the disability championships (indoor) and build on the successful championships of February 2013. The 2014 championships will be held in the Western Area (Largs) and the 2015 Championships will be in the East, ensuring each area is involved and the membership of that area have the opportunity to compete.

Deliver at least two disability championships per annum 2015-2016 Expand the disability championships, having one outdoor championship and one indoor championship per year.

+ Look at the feasibility of running introductory disability competitions.

Look at the feasibility of smaller introductory "fun" competition for disabled archers who are not yet confident enough to enter the Disability Championships or mainstream competitions (i.e. do we have the number of archers to warrant it and can we get enough assistance. We will work with both Scottish Disability Sport and Battle Back to bring more service personnel with disabilities into archery in Scotland.

Data Gathering

+ Create and maintain a database of disabled archers

Create and maintain a database of disabled archers, (only archers who volunteer the information will be included) in order to create focus groups, survey how the changes in service affect them, keep them up to date with disability specific archery news and create an email list for disability specific competition entry forms.

+ Create a focus group of disabled archers.

Create a focus group of disabled archers to ascertain how we can best meet their needs and address any concerns new rulings may have. It will also ascertain the efficacy of the strategic plan. Ensuring there is representation from all areas on the focus group will be vital.

+ Create a focus group of coaches

Create a focus group of coaches a the SAA can support them and address any disability specific concerns they may have.

Website

+ Data gathering

Gather data on some disabilities and how they may affect people's ability to do archery. Create a document from this which will be uploaded onto the website.

+ Create a disability sub-section of the website.

Create and maintain a disability section of the website (when the website is being overhauled) this may consist of the following;

- News area, giving news on elite archers, initiatives the SAA are implementing to recruit and enthuse grassroots archery within the disabled community.
- An *FAQ* document for club's coaches and leaders on disability archery.
- An "easy fix" document to assist clubs, coaches and leaders with quick, cheap, easy solutions to some problems faced by disabled archers. Library of equipment available for clubs to borrow from the SAA
- A document for archers, coaches, leaders and clubs on where to find funding.

APPENDIX 2 – COMMUNICATION STRATEGY

COMMUNICATIONS OBJECTIVES

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. 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 body that would benefit Scottish Archery and our members.

TARGET AUDIENCES

- Members
- Clubs
- Archery GB
- Sportscotland
- Media
- Potential Corporate Sponsors

PLATFORMS (ON AND OFF-LINE)

- Traditional media
- Website

- Social media including Twitter, LinkedIn and blogs
- Contacts/collaborations
- E-communication newsletter
- Events/competitions

KEY PERFORMANCE INDICATORS

- Increase twitter followers by 50% over the first 12 months
- Increase Facebook followers by 75% over the first 12 months
- Increase website hits by 25% over 12 months
- Number of printed articles in the press
- Newsletter opens
- Feedback from memberships - 60% positive

Activity	Audience	Output	Progress
Website review	Internal and External	<p>Carry out a survey of the members to understand website requirements. Develop and build a new website platform which will act as a hub for advice, views, competition and event promotion and holds documents and tools for clubs and members;</p> <ol style="list-style-type: none"> 1. Simplify landing page – land on video about Scottish Archery 2. Develop new site map designed with priority pages identified 3. Reduce copy on website significantly – use video and images where possible. 4. Revise copy on website to be web friendly – good for SEO (search engine optimisation) and also encourage viewing other pages. 5. Integrate social media links and live tweets in a prominent position 6. Test website with members prior to launch 7. Develop media offering on website 8. Develop platform for members to use for comments, sharing shooting tips etc – investigate how this could work better and how members take responsibility for adding content 9. Website stats/analytics – ensure data is accessible and shareable 10. Explore options for online entry for competitions 11. Investigate options for separate log in for members area <p>Maximise opportunities online and drive traffic to the site for information and support. Use traffic stats as evidence. Support membership activity – competitions, club events etc.</p>	Survey complete
Media	Press, TV, Radio	<p>Run a media awareness training session for competition organisers and clubs. Aim that each competition organiser writes a press release to the local media specific to their local area. Can be duplicated on SAA website. Encourage and assist clubs to build relationships with local media. Create database of archery/sport specific media, local and national.</p>	

		<p>Run a media open day. 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. Key messages for this event will be developed. Begin to track and measure media coverage based on location and topic area to gauge interest and effectiveness. Monitor with cuttings service and/or Google Alerts. Qualitative and quantitative coverage analysis.</p> <p>Develop media guidelines for enquiries that may come to Scottish Archery, including key messages.</p> <p>Supply Archery UK magazine with stories which cross cut UK and archery.</p> <p>Support membership activity via case study placement, news stories e.g. local competitions, individual achievements, beginners courses</p>	
Social media	Members, media, general public	<p>Develop a social media presence that integrates and utilises the website, engaging with members, media and wider audience. Platforms could include;</p> <p>Website – incorporate discussions, polls and news. Encouraging member input.</p> <p>Twitter - engaging with members and other audiences outlined above, developing hash tags and linking activity back to the website. Live tweeting from key events and live Q&A sessions should be organised to develop profile. Hootsuite to monitor Twitter activity.</p> <p>Blogs – encourage key members (officials, performance athletes, board members, coaches) to write blogs citing opinion and cross referencing other media to encourage more website traffic.</p> <p>Facebook – post links to new items on website and to key events, repost Archery UK and World Archery articles of interest.</p> <p>Podcasting - Use podcasts for quick sound bites, advice or for responding to ‘news’</p> <p>Investigate Audioboo as a tool which could be used.</p> <p>Support membership activity - Informing, discussions with members, topics/issues, extending reach, connecting internationally, being open and transparent, promoting events and activities. Regular communication for members to access as they wish.</p>	
Sponsor Partnerships	Members Business community	<p>Map out possible sponsorship opportunities (e.g national competitions, team) and identify potential sponsors. Approach sponsors in a specific targeted manner, use members contacts and connections if possible. Collate responses and feedback to further develop applications.</p>	
Event series	Members Business community Media	<p>Identify key events in the calendar to target (Scottish champs and others)</p> <p>Promote planned events via social media; encourage blog posts from key participants, develop hash tags, live tweeting planned in advance, arrange photography and video.</p> <p>Ensure follow up story is promoted.</p> <p>Explore using Eventbrite for promoting events, tickets for spectators etc. To allow contact</p>	

		<p>database to be developed.</p> <p>Include details in member communications. Potential for media interviews to help raise profile of event(s), announcement press releases will generate awareness and supported by social media activity strengthen awareness.</p>	
Members stories	Members Media	<p>Members will provide stories on an ad hoc basis and the communications committee will assist in promoting the stories online and via social media.</p> <p>Utilise video, photography and podcasts wherever possible to enhance the stories.</p>	
Internal communications	Members/ stakeholders	<p>Issue quarterly newsletter, incorporating rankings, competitions, update from the Board and links to relevant stories duplicated on the website.</p> <p>Issue quarterly topic specific newsletters focussing on a particular area. Topics could include, fundraising, coaching, Scottish Archery history, equipment.</p> <p>Send out information emails to specific groups on specific items when required.</p> <p>Grow the subscribers to mail chimp by running competitions and further promotion.</p>	<p>Winter newsletter issued Jan</p> <p>Notice of EGM Feb</p> <p>Funding special March</p> <p>EGM Papers March</p> <p>Spring Newsletter April</p> <p>Archery Festival April</p> <p>Introducing the Board April</p>
Promotional material	Members, general public	<p>Investigate opportunities to purchase Scottish Archery branded merchandise.</p> <p>Merchandise helps to strengthen the brand and increase its reach. It could be used as a thank you for members, an incentive to encourage members to engage and to demonstrate belonging.</p> <p>Merchandise can be useful in influencing key stakeholders such as the media, when targeted in a specific way.</p> <p>Merchandise should have a practical use and be archery related (eg pens and umbrellas).</p> <p>Models for selling merchandise can be explored.</p>	
Surveys	Members,	In order to ensure we are collecting and collating information about our membership, as well as encouraging members to share their views with the SAA, surveys can be an important way of	Club facility

		<p>communicating with members. Develop a series of surveys throughout the year. Topics could include; club facilities, squad and performance requirements, formal member survey. There may be an opportunity to collaborate with Archery GB on some of their marketing surveys.</p>	<p>survey drafted</p>
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Appendix 3 - PERFORMANCE STRATEGY AND PLAN 2014 - 2017

Aim: To produce a player pathway for Scottish junior, senior and para archers to achieve international representation

Key Requirements:

- Grass roots participation with access to coaching up to bowmen standard within each club
- Junior player pathway from club to junior Scottish Academy to GB Performance Academy and talent confirmation
- Senior player pathway from club level to area development squad to national senior squad
- Para pathway from club to Scottish para squad to GB selection and representation
- Paid performance coaching staff
- Facilities to include a dedicated archery centre of excellence
- Exposure of senior team and para archers to international level competition
- Strong links to Archery GB talent and podium programmes

Participation

Overall strategy of Scottish Archery Association is to improve grass roots participation. This will include promotion of archery in schools and universities and improvements in disabled access to the sport. Membership of SAA planned to increase over next 3 years. Strategies to increase participation are not discussed further in performance plan.

1) Juniors

Objective	Strategy	KPI	Progress
Junior Scottish Academy	<ul style="list-style-type: none"> - Annual intake every September via application process - Academy programme aligned to Archery GB talent development programme - 6 indoor and 2 outdoor training days annually - Support from Archery GB talent coaches to deliver programme in Scotland 	<ul style="list-style-type: none"> - Scottish academy to number 18 archers by 2016 - 3 monthly contact of SAA academy archers with AGB talent coaches 	2014/15 Academy = 15 archers
Pathway to GB	<ul style="list-style-type: none"> - Close links with Archery GB performance pathway manager. - Regular progression of Scottish archers to GB Performance Academy - Promote submission of scores for junior GB rankings and GB selection shoots. 	<ul style="list-style-type: none"> - Minimum 2 Scottish junior cadet archers ranked in GB top ten and attending GB junior selection shoot per year from 2015 	
Competition	<ul style="list-style-type: none"> - Competition programme to include junior events and distances 	<ul style="list-style-type: none"> - Availability of record status shoots in Scotland which include junior rounds (minimum 3 per season) - All Fita 720 rounds held in Scotland to include junior (50m and 60m) distances 	<p>Outdoor season 2014 – one Fita 720 including cadet (60m) distance</p> <p>At least one Fita 720 with junior distance planned for 2015</p>

2) Seniors

Objective	Strategy	KPI	Progress
Development	<ul style="list-style-type: none"> - 6 area development squads per year - Club development programme – resource pack with coaching support material freely available to all club archers 	<ul style="list-style-type: none"> - Host 2 squads per area over 12 months - 50% clubs access support material by December 2015 	Dates identified for first Development squad days (West area, Nov 14, Eastern Area Apr 15)
Senior Squad	<ul style="list-style-type: none"> - Open application for all MB and above archers (recurve and compound) - 4 senior squad days per year - Promote attendance at national events - Encourage score submission for GB rankings and selection shoots 	<ul style="list-style-type: none"> - Minimum 8 MB and 3 GMB archers in each shooting category - 50% squad archers attending British championships and national series events - 2 archers in GB top ten per category - 2 archers at GB selection shoot per category annually 	Outdoor rankings 2014: LC – 4 GMB, 4 MB GC – 2 GMB, 5 MB LR – 3 MB GR – 1 GMB, 6 MB
Scottish Senior Team	<ul style="list-style-type: none"> - Full teams to compete in home nations matches at British Indoors, British Target Championships and Commonwealth Archery Championships of Europe - Team to attend European Grand Prix 2016 	<ul style="list-style-type: none"> - Win home nations matches at National Indoors and Target championships - Top 3 finish in each category at Commonwealth championships 2015 	Rec and Comp team win at BTC 2014
Competition	<ul style="list-style-type: none"> - Promote hosting of Fita 720 rounds in Scotland 	<ul style="list-style-type: none"> - Minimum 6 Fita 720 rounds held in Scotland from 2015 outdoor season 	3 Fita 720 rounds held in Scotland in 2014
Coaching	<ul style="list-style-type: none"> - Improve access of senior archers to performance coaching - Coach training to coach archers beyond MB level 	<ul style="list-style-type: none"> - 2 Scottish coaches on GB talent coach programme - Annual coaching workshop hosted by GB Olympic coach 	

3) Para

Objective	Strategy	KPI	Timeline and Progress
Scottish Para squad	<ul style="list-style-type: none"> - Identification of archers eligible to be classified as disabled and arrange classification assessment - Provision of facilities and coaching for disabled archers 		4 archers classified at time of writing
GB Pathway	<ul style="list-style-type: none"> - Access to performance coaching - Financial and practical support to attend GB qualification and selection shoots 	<ul style="list-style-type: none"> 2 Scottish archers to make team for World championships 2015 (1 medal) 2 Scottish archers to make team for Rio 2016 (aim for 1 medal) 	

4) Performance Coaching Staff

There is a need for paid coaching staff with skills to progress archers towards international competitive level.

To be achieved by:

- Developing a pool of coaching staff within Scotland supported by AGB talent coaches and Coaching workshops delivered by GB Olympic coaching team
- Progression of 2 Scottish coaches participating in AGB Talent Coach Programme to input into Academy and development squads
- Use of private companies / individuals with specific skills (e.g. strength and conditioning coaches, physiotherapists)

5) Facilities

Need for a permanent venue as a centre of excellence for archery in Scotland in an accessible, central location.

Requirements:

- 7 day access for designated archers
- Space for squads of 20 to shoot comfortably
- Ability to shoot 70m (not necessarily all enclosed)
- Useable all year (i.e. heated for winter)
- Ideally would also include additional facilities including classroom, kitchen, gym, workshop and IT infrastructure

Facilities strategy to be developed over next 12 months to secure venue and funding.
Aim for operational facility in summer of 2016.

6) Club Resource Pack

Online resource available to all club archers. Located on SAA website. Initially for recurve archers.

Pack will include:

- Basic bow set up guide
- Key elements of shooting style (with links to video clips)
- Strength and conditioning programme suitable for novice archers
- Theraband training and drill work (similar to AGB talent development programme)
- Suggestions for how to make a training plan
- Written information on competition performance, nutrition and fitness

Resource pack to be in place by December 2015 following pilot in 5 SAA clubs between April and October 2015.

APPENDIX 4 – COACHING STRATEGY

Our objective

The objective of Scottish Archery is to support archers better by improving their access to support from coaches. Scottish Archery will do this by training more coaches and improving the skills of qualified coaches.

This three year plan will help us develop a healthier coaching network system. It presents the aims of Scottish Archery and how they will be achieved within the current structure of governance.

Background

In the current environment, with some exceptions, Coaches do not work together, and archers feel that Coaches are insular,unapproachable – or they are seen as incompetent, or lacking the knowledge to help archers progress.

Geography works against our sport. There are pockets of archery throughout Scotland, as there are pockets of Coaches. Mostly these pockets overlap, but there are still significant areas of Scotland where there is a lack of qualified, licensed Coaches, and this needs to be addressed. Within archery there is a lot of peer-to-peer coaching taking place, which fills a gap, but this style of coaching may not be putting forward current methods, and could do a lot of harm.

Coaching qualifications are awarded by Archery GB, the British National Governing Body, since Scottish Archery is a Region of Archery GB. Coaching qualifications are not currently aligned to the Scottish Qualifications Framework. The Level 1 Coaching is accredited by UKCC but at the moment, there is no similar accreditation for Levels 2, 3 and 4.

The population of archers in Scotland is quite small – there are around 2000 archers in Scotland. Allied to this, the current number of licenced Coaches in Scotland is 45, (as of 1-Oct-2014). This number is currently being investigated by both Scottish Archery and Archery GB, as the numbers seem to fluctuate on a monthly basis. In the past, Scottish Archery has tried to grow the number of Coaches available, so that every Club had at least a Level 1 Coach among their number. This has not been met, for a number of reasons.

Coaches work entirely voluntarily, and receive no remuneration other than travelling expenses. Coaches are essential pillars of support for most archers. They engage people in activity, offer motivation, and provide opportunities to enjoy and progress in the sport.

The responsibility for various facets of coaching rest with different personnel, and mirrors the structure of Archery GB. At Archery GB level, this structure is currently evolving to meet the needs and future needs of AGB.

The roles in Scotland at present are :

- Coaching Organiser – Development
- Coaching Organiser – Education
- Coaching Organiser - Performance

In addition each Area should have the same structure, but given the lack of Coaches and the current problems within the Areas, it has not been possible to put this structure in place.

Within Scottish Archery we still need to gain consensus on what is required in the longer term. More organisational planning is needed to develop a coaching network system that is fit for purpose.

Trends in participation

Participation in archery shows an upward trend in growth. Many clubs in Scotland have witnessed a surge in membership and many clubs have lists of people who wish to try the sport and potentially to join Scottish Archery.

While many weekly club participants have received tuition, intermediate archers in particular have the least access to purposeful coaching.

In addition, many other people try archery every year in a variety of environments, from schools to leisure and recreation Organisations. There is a culture of coaching in clubs where it is not customary for clubs to offer coach led sessions to their members. There is also a lack of coaches in clubs trained for this role, alongside differing views of how facility usage is prioritised, and insufficient space.

The way forward

Over the first year of this plan Scottish Archery will begin to tackle these coaching issues, so that more intermediate archers can receive improved coaching support.

In total, throughout the UK, there are 1,400 Archery GB licensed coaches. Scottish Archery are unsure of the exact number of licensed Coaches in Scotland. AGB documentation shows that there are currently 45 licensed Coaches in Scotland. It will be a priority over the first year of this plan to confirm actual Coach numbers. There has been a small growth in the number of new coaches trained to work with beginners however it would appear that this is accompanied by negative growth in the number of coaches trained beyond this level.

With the establishment of the new Company structure of Scottish Archery these roles need to be revisited within the overall newly established Coaching Committee reporting to the Director of Coaching, with more clarity and transparency in the election of these roles.

Key areas for development

There are five key areas that Scottish Archery wish to target, and the rest of this document will describe the underlying core actions which will undertaken to bring this strategy to fruition.

1. Managing Coaches effectively
2. Providing Coach training and development where it is needed
3. Focussing on the archer
4. Creating a Player Pathway
5. Supporting the wider workforce agenda

1. Managing Scottish Coaches effectively

There is currently no information held by Scottish Archery which records the current state of Coaching in Scotland.

Information regarding Scottish Coaches is held by Archery GB, who produce lists of active licensed Coaches on a monthly basis. Archery GB contact Coaches directly three months before the expiry of their Coaching licence. This information is passed on to the Renewal panel for each Area (for Level 1 and 2 Coaches), to the Regional Renewal Panel for Level 3 Coaches. Level 4 Coaches are renewed at Archery GB level.

Scottish Archery will establish

- a database of current coaches
- a process for maintaining the accuracy of the database which will primarily be used to communicate coaching matters to all current coaches in Scotland.

2. Providing Coach training and development where it is needed

Providing effective course management

Scottish Archery will be accountable for delivering a well-managed, efficient and sustainable programme of courses.

We want to grow the opportunities that people have to train as a coach. We understand the importance of providing a professional and effective service towards achieving this.

We will provide a simple sign up process, provide prompt assistance, oversee financial sustainability and keep the Board of Scottish Archery informed of progress and issues related to areas of governance that impact on what we do.

Grow a contemporary tutor workforce

Scottish Archery will support and grow their team of tutors, assessors and verifiers through targeted recruitment, to provide meaningful learning experiences to agreed quality standards, in order to deliver the number and range of courses needed across the country.

Run Level 1 & Level 2 Coach training courses

Scottish Archery will survey club members to establish the need for Level 1 and Level 2 courses. Level 1, 2, 3 & 4 coaches will be surveyed to establish the demand for higher level coach training.

Having established the need for these courses Scottish Archery will design a programme over the next 3 years to run sufficient courses to meet the level of demand. Scottish Archery will put succession planning in place, to ensure that younger coaches will receive the relevant experience and training to take over more senior roles in the future.

Train coaches in prioritised areas of need

Scottish Archery will establish a planning process whereby coach numbers are managed throughout Scotland. Only a small percentage of licensed coaches are trained at Level 3 standard or above.

Scottish Archery will focus on beginner and intermediate archers by training coaches to Level 1 and Level 2 standard.

Scottish Archery will proactively target areas with a lack of coaches, a latent demand for coaching or where increased participation is taking place.

Offer opportunities for Coach development

Scottish Archery will survey coaches to identify where personal development is required.

Once collated we will work with partner agencies eg sportsotland, Scottish Disability Sport and other National Governing Bodies to identify what opportunities are available for Continuous Personal Development (CPD).

Scottish Archery will seek funding to enable coaches to attend relevant CPD training.

Scottish Archery will also work with the Scottish Qualifications Authority (SQA) to ensure archery coaching qualifications feature on the SQA Qualifications Framework.

3. Focus on the archer

Undertake a survey of clubs to establish the need for coaching at various levels.

Scottish Archery will undertake a survey of all clubs in Scotland to identify the ratio of coaches to members and thereby identify which areas have the most need for coaches.

Scottish Archery will survey club members to identify areas of development where archers require assistance and the level of coaching required.

Scottish Archery will design a plan to address those areas of need.

Create a club training resource pack

Scottish Archery will design and develop a resource pack for use in clubs to help address the coaching needs of club members where no coach is available – this will be piloted in 5 clubs, delivered by coaches and feedback collated. This resource pack will be specifically targeted at 'intermediate' or club level archers and can be used by coaches (or experienced club members) within clubs to help clubs initiate structured coaching sessions for their members.

By providing a resource pack this will help make it easier for clubs to set up and advertise specific coaching sessions for their members. This is an opportunity for clubs to address the gap in support beyond the beginner stage of participation.

Identify the barriers to coaching as perceived by the archers

Scottish Archery will embrace diversity in coach training and archer development and demonstrate a commitment to breaking down barriers and achieving a greater diversity in the archery community.

Scottish Archery need to have more coaches that represent the diversity of the community, so it is more inclusive and accessible, and will identify and start to tackle the barriers preventing equitable practice in the training of coaches and archers.

4. Create and sustain a Player Pathway

Create a Player Pathway from grass roots archer to national representative

Scottish Archery recognise that most archers are social archers and will enjoy local and national competitions. However there are a percentage of archers who will want to access higher level coaching with a view to joining Scottish and British Training Squads and ultimately wanting to represent their country.

Coaches will work with the Performance Directorate to design a player pathway where grass roots archers can identify a planned process of coaching and progression to achieve their ultimate potential.

Identify skills necessary for coaches to work at various levels of this pathway

Scottish Archery will identify the skills necessary to work at the various levels in the player pathway and address shortfalls. We will also work with the Performance Directorate to identify a number of coaches who will be trained in the player pathway and in the skills necessary and we will ensure that these coaches have access to additional training and support to enable them to offer the highest level of coaching.

Introduce Archery into Schools

Scottish Archery recognise that archery is lacking in schools within Scotland and this is a massive area for development. Archery in schools is happening on an ad hoc basis. Scottish Archery will work to identify the amount of archery being carried out and by whom on an annual basis to establish a base line. However until additional resources such as a Development Officer are available within Scottish Archery, it is unlikely this area of development will be addressed in the short term.

5. Support the wider workforce agenda

Contribute towards other SAA initiatives and reforms

Scottish Archery recognise that reform is needed across the workforce system, and will support this area of activity.

Throughout the first year of this plan it is important that Scottish Archery begin to improve understanding of the populations taking part in archery and what they want, and use this knowledge to make decisions about the role of coaching.

We are keen to work with partners to support reform in other areas of SAA activity, but for which we are not responsible. For example, performance level modelling, disclosure and barring, regulations regarding insurance and remuneration for coaches.

Investment

Scottish Archery will invest funding gained from sportScotland to achieve the aims set out in this document.

We will also seek to utilise internal and external funding available at a national and local level, particularly bursaries to assist coaches to access training.

The plan will be led by the Director of Coaching and the Coaching Committee.

Partnership

We welcome the support that sportscotland and Archery GB and national sports agencies, NGBs etc can give to Scottish Archery. The specific aspects where help is needed to deliver at a local level includes:

- Setting up Level 1 or 2 coach training courses in line with local demand.
- Providing archery coaches with details of local funding schemes and development opportunities.
- Help with succession planning to ensure we have sufficient coaches of the correct levels to cater for future demand.

Measuring success

Scottish Archery will assess how well the objectives have been achieved using the action plan detailed in this strategy. The impact of those actions will be monitored through focused sampling of coaches, archers, and clubs.

Draft
Action Plan & Budget

1 - Manage the system effectively:

1.1 Provide effective course management

Activity	Target Date	Budget required
1. Establish an Scottish Archery Coaching Committee, devise terms of reference & review the structure annually.	Ongoing	nil
2. Appoint an Administrator to manage and organise a database of courses run.	December 2014	

1.2 Grow a contemporary tutor workforce

Activity	Target Date	Budget required
1. Establish a database of trained Tutors	December 2014	nil
2. Identify any shortfall in succession planning in trained Tutors	March 2015	nil

1.3 Establish a database of current coaches

Activity	Target Date	Budget required
1. Establish a database of current coaches & devise a process of communication	01/06/15	Nil (TBC – database development unless supplied by volunteers is not a no-cost option)

2. Establish and identify coach training requirements	March 2015	nil
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2 - Provide coach training where it is needed

2.1 Run Level 1 & Level 2 Coach training courses

Activity	Target Date	Budget required
1. Establish a means of succession planning for the future	June 2015	nil
2. Level 1 courses – 2 during 2014 (1 in Shetland) assuming 8 candidates per course & £150 contribution per candidate from sportscotland	December 2014	£2400.00
3. Level 1 courses – up to three per annum assuming 8 candidates per course & £150 contribution per candidate from sportscotland	December 2015	£3600.00
4. Level 2 Courses – one course per annum, centrally run - assuming 6 candidates per course & £300 contribution per candidate from sportscotland	December 2015	£1800.00
5. County Coach course – to be run on a two yearly basis assuming 4 candidates per course & £750 contribution per candidate from sportscotland	December 2016	£3000.00
6. Senior Coach course- assuming 2 candidates per course & £750 contribution per candidate from sportscotland	December 2016	£1500.00

2.2 Train coaches in prioritised areas of need

Activity	Target Date	Budget required
1. Identify information from Coaches database on coach areas of need	Ongoing	

2.3 Offer opportunities for Coach development

Activity	Target Date	Budget required
1. Establish links with other NGBs to keep informed of coaching workshops which Archery coaches may attend.	March 2015	£400.00
2. Run 2 Coach Development workshops annually as CPD events	December 2015	£2000.00
3. Work with Scottish Qualifications Authority to ensure coaching qualifications feature on the SQA Qualifications framework.	July 2015	£5000.00

3 Focus on the archer

3.1 Undertake a survey of clubs to establish the need for coaching at various levels.

Activity	Target Date	Budget required
1. Undertake a survey of clubs to identify ratio of coaches to members	April 2015	nil
2. Design a survey for club members to complete to identify areas of archer development.	April 2015	nil
3. Collate the information identified in 3.1.2 and devise a plan to address the needs identified.	August 2015	nil

3.2 Create a club training resource pack

Activity	Target Date	Budget required
1. Design a club resource pack	July 2015	Nil (TBC – unless done by volunteers, this is not a no-cost option)
3.3 Identify the barriers to coaching as perceived by the archers		
2. Pilot resource pack in 5 clubs and seek feedback	September 2015	nil

3. Introduce resource pack to clubs	October 2015	nil (TBC – production costs of resource pack booklets and resources need to be confirmed)
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Activity	Target Date	Budget required
1. Recruit coaches from diverse backgrounds	By December 2015	nil
2. Work in partnership with Scottish Disability Sport to offer Disability Inclusion training for coaches	January 2015	£1000.00
3. Survey club archers to identify barriers to coaching	January 2015	nil
4. Establish closer links through SAA Disability Officer with Scottish Disability Sport to identify areas of potential joint work	Ongoing	£250.00

4 - Create a Player Pathway

4.1 Create a pathway from grass roots archer to national representative

Activity	Target Date	Budget required
1. Work with the Performance directorate to identify requirements of elite level archers eg attendance at squads/academies etc	March 2015	nil
2. Work with the Performance directorate to design a Player Pathway from grass roots to national representative	July 2015	nil

4.2 Identify coaches to work at elite level

Activity	Target Date	Budget required
1. Identify coaches who want to work at elite level	December 2014	nil
2. Identified coaches to attend Scottish Squad and Academy & identify any skills shortfall (Coaches to have travelling and accommodation expenses paid)	January 2015	£2,000.00
3. Identify skills & training needs of coaches at various levels of the pathway	January 2015	£1500.00

4.3 Introduce Archery into Schools

Activity	Target Date	Budget required
□□□□ Survey schools to identify how many currently do archery	2015-16	nil
□□□□ Devise a plan of how best to introduce archery into schools as a pilot	2015-16	nil

5 - Support the wider workforce agenda

5.1 Contribute towards other SAA initiatives and reforms

Activity	Target Date	Budget required
1. Liaise with other Board members to identify where coaching impacts on other areas of Archery.	Ongoing	nil
2. Establish a new structure for Coaching in Scotland reporting into Director/Board	November 2014	nil
3. Hold an Annual General Meeting of All Coaches	December 2014	nil

APPENDIX 5 – OPERATION BUDGETS

	2015-2016	2016-2017	2017-2018
Operations	£2,810.00	£2,810.00	£2,810.00
Performance	£19,413.00	£19,413.00	£19,413.00
Coaching	£17,700.00	£3,400.00	£5,000.00
Communications	£6,750.00	£8,850.00	£8,850.00
Governance	£5,580.00	£5,554.00	£6,387.00
Membership	£25,000.00	£23,250.00	£23,500.00
Additional Staffing requirements			
Development Officer		£13,000.00	£13,500.00
Chief Operating Officer	£12,000.00	£18,000.00	£18,200.00
Performance Coach		£7,500.00	£8,000.00
	£89,253.00	£101,777.00	£105,660.00