

# Crieff Archery Club

## BUSINESS PLAN 2020



# **SECTION I**

## **Introduction.**

Crieff Archery Club was formed in 1992 by Alex Cargill who is the current President. From the start of the club till now members have achieved notable success in open tournament, at the time of writing the club members have won over 30 Scottish championship titles at all age groups.

The club started at the old Crieff high school outdoors and Crieff Hydro in the winter. We were forced to move to Ardvreck School as the pavilion was burnt down and we had nowhere to store our equipment - £3000 worth of equipment was lost resulting in a major fundraising exercise to keep the club going.

After over twenty years of shooting at the Ardvreck Field we were told we could no longer shoot there (a few years ago) and we managed to agree with the Crieff Rugby Club that we could use their field at Braidhaugh.

Then Ardvreck told us we couldn't use their hall either and after a major upheaval we agreed to use the Crieff Community Campus which was a significant increase in our costs. Now the club hopes to continue at both venues and look to continued success.

## **Do we view our club as a business?**

The committee have strived to run the club in a "business" like manner but we are not a business in the sense that we are not driven by profit but to retain enough funds to "self-insure" the club.

## **What is our club business plan designed to achieve?**

1. In order to survive as a club we must retain an adequate membership to ensure we meet our overheads and replace equipment as required. So regular recruitment of new members is key and provision of suitable equipment. The numbers of the membership is dependent on overheads and charges the members are willing to pay.
2. We must ensure that new members and existing members are coached to a high standard. This is an ongoing objective.
3. The club encourages members to compete in internal and external competitions to gain experiences both in technique and interaction with other clubs/archers.
4. We ensure that we have governance in place for all aspects of the club I.E. club constitution, health and safety and incident reporting, range and risk assessments, child protection & vulnerable adults, young person's assessment and privacy.

## **Who will be reading this plan?**

- Primary readers, club members.
- Secondary readers, persons who are considering joining the club.

# Situational Analysis

## S.W.O.T Analysis.

### Strengths

- Good coaching by experienced archers
- Good level of equipment
- Our own container. 8' by 20'
- Two qualified coaches levels 2 & 1
- Good mix of age groups
- High standard of shooting

### Weaknesses

- Continual turnover of membership
- Difficult to recruit members to committee
- Cost of membership
- Cost of equipment
- No succession plan
- Too high work to burden on a few committee members
- Retention of new members

### Opportunities

- To increase membership
- To distribute tasks to non-committee members
- To apply for assistance grants

### Threats

- Unable to meet our financial commitments
- We may not retain our shooting ground or hall
- Loss of members

## Recent club trends at Crieff Archery Club

1. New members have been recruited successfully, whilst retaining existing ones
2. Finances are strong at the moment
3. More archers are competing in external events, a good sign

## **SECTION II**

### **Where are we going?**

#### Purpose

Our purpose is the advancement of archery for those members who wish to reach a high standard and also for the casual archer who wish to shoot in a non-competitive environment.

## **SECTION III**

### **How are we going to get there?**

### **Core area- Membership recruitment & retention**

#### **Strategy statement-**

We seek to achieve a membership of 30 members.

#### **Smart objectives-**

##### **Specific-**

We will run recruitment sessions as required - ideally 2 per year.

##### **Measurable-**

The numbers from each course who join and pay their club fees will determine this.

##### **Achievable-**

This is done by promoting the club by regular publicity and “word of mouth” to encourage new members – ongoing.

##### **Realistic-**

The 30 membership is realistic, but the cost of the new hall has increased the fees and restricted numbers. We have been at 40 members in the past so it can be achieved. The ongoing problem is retention of members for a variety of reasons.

##### **Timed-**

We must retain at least 17 members to be viable (as of 2020) - the courses for new members is a target of twice yearly and as seen as necessary by the club committee.

##### **Initiatives-**

Constant publicity in local magazines, newspapers, posters and social media. Come and try sessions for adults and children. Demonstrations to local clubs and organisations.

# Core area- Club Governance

## **Strategy Statement.**

It is our plan to have in place all the necessary policies to effectively manage the club for the enjoyment and safety of all members.

## **Smart objectives.**

Specific- (all available on our website.)

- Beginners E-booklet.
- Different types of bows.
- AGB Guide to scoring and tournaments.
- SAA tournament diary.
- Archery safety
- Outdoor target rounds.
- Score sheets.
- Club constitution.
- Health, safety and incident reporting policy.
- Indoor archery range information and risk assessments.
- Outdoor archery range information and risk assessments.
- Safeguarding children, young people & vulnerable adult's policy.
- Young persons (16-18) assessment procedure.
- Privacy notice.
- Committee members.
- Guidance documents.
- Committee roles and responsibilities.
- Coaching rota.
- Coaching policy.

Measurable-

All these are in place and updated on our website- monitored by Archery GB and Scottish Archery Association.

Achievable-

Ongoing.

Realistic-

All done.

Timed-

Updated as required.

Initiatives-

The committee have strived to ensure the club is effectively governed by ensuring clear objectives have been set to achieve these policies.

# Core Area- Coaching

## Strategy Statement

Our strategy is to ensure we have coaches with the ability to train our members to shoot to high standards and to help set their equipment up in a manner to achieve high levels of performance.

## SMART Objectives

### Specific-

Since the club started Alex Cargill has coached members. Alex has achieved master bowman status and has captained Scotland and represented Scotland for 5 years in top level competition, shooting for nearly half a century. He has coached over 30 members to become Scottish champions. Alex was a qualified instructor with the Grand National Archery Society. Denise King is a level 2 coach whilst Allan McDougall is currently level 1 and working towards level 2 (2020). We are continually striving to increase the number of qualified coaches.

### Measurable-

All our success are listed on our website for open competition and internal tournaments. Refer to website for list. They are a clear measure of the success the club coaching has achieved.

### Achievable-

There is no doubt that we can continue to develop our archers to Scottish / British teams and international standard.

### Realistic-

The club has already demonstrated that this is realistic through the list of achievements on our website.

### Timed-

The timing is such that we coach every week with a rota system and senior archers assist with beginners to help them progress.

### Initiatives-

We are applying for courses through the SAA for another club "level 1"coach .

# Core area- Financial Management

## **Strategy statement**

The treasurer specifically ensures that expenditure is kept within budget, whilst meeting all our necessary financial commitments, thereby enabling fees to be kept to a minimum.

## **Smart Objectives**

### Specific-

Our treasurer specifically ensures that we have funds to meet our commitments.

### Measurable-

Clearly stated in our annual audited accounts.

### Achievable-

Achieved by constant monitoring.

### Realistic-

Absolutely. Due to careful monitoring the fees were recently reduced for season 2020 - 21

### Timed-

Monitored monthly

### Initiatives-

Whilst our accounts are in order we are not complacent and we will adjust club fees as necessary to keep the finances in order.

# Core area- Competitions

## **Strategy statement**

The club believes in a healthy level of club competition and also supports and encourages members to participate in external competitions.

## **Smart Objectives**

### Specific-

The club has 4 annual competitions and a fun shoot.  
All external competitions are linked on our website through SAA.  
Archery GB also have a complete program of tournaments.  
The club also has a handicap program shooting regularly.

### Measurable-

4/5 per annum is as much as we can comfortably fit in.  
Our success and results are listed on our website backed up by external publicity.

### Achievable-

They have been running since the beginning of the club and are achievable.

### Realistic-

Definitely.

### Timed-

Specific times are allocated to these.

### Initiatives-

Flexible rounds at competitions to suit all levels and abilities. Plenty of prizes too.



# Core area- Partnership

## **Strategy statement**

We work closely with SAA and Archery GB, live active, Crieff Community Campus, and Crieff Rugby Club to further the clubs involvement in the community.

## **Smart Objectives**

### Specific-

We have achieved the "Silver" paces award and have had recent meetings with the SAA to involve the club in a wider platform

### Measurable-

These have been measured by the fact that we have achieved grants for the club as a testimony to our involvement.

### Achievable-

Yes.

### Realistic-

Ongoing.

### Timed-

Each year.

## Core area- Equipment

### Strategy statement

The club strives to provide enough equipment to further the objectives of members and the club. The equipment is high quality and will be maintained in a secured storage container outdoors and a locked cupboard indoors. As equipment wears out it will be replaced or repaired as necessary.

### Smart Objectives

#### Specific-

We have high quality Danage targets. Plenty of beginner's equipment - bows, quivers, stand, slings, strings, arrows and tabs. High level metal detector and arrow puller.

#### Measurable-

We audit equipment monthly.

#### Achievable-

Our club members fletch arrows, setup bows, and ensure all is in good order.

#### Realistic-

Absolutely.

#### Timed-

Ongoing.

#### Initiatives-

We have managed to get some equipment free through donation to the club from other archers and clubs. Also we were able to get good prices on new targets.

## Core area- Club clothing

### Strategy statement

The club colours are currently Red top and Black bottoms.

### Smart Objectives

#### Specific-

We have an arrangement with a local supplier to get polo shirts and hoodies at good prices.

We have recently given the members the option of adding the club logo onto the back of our polo shirts.

#### Measurable-

All members wear the colours at tournaments.

#### Achievable-

Done.

#### Realistic-

Yes.

#### Timed-

Ordered for members as they are needed.

Initiatives-

We have negotiated excellent prices on the garments.

# SECTION IV

## Who is Accountable?

<u>Core area of our club</u>	<u>Person accountable</u>	<u>Supported by</u>
Membership recruitment	President	Committee
Membership Retention	President	Committee
Club Governance	President	Committee
Coaching Etc	Club Coach	Committee

## Training

<u>Person</u>	<u>Training Required</u>
Allan McDougall	Level 2 coaching course
Alison Inger	Level 1 coaching course

# SECTION V

## How do we know when we are there?

Key Performance indicators (K.P.I.)

Determining how SMART objectives achieved.

<u>Core area of our club</u>	<u>Primary K.P.I.</u>
Membership recruitment	Membership numbers
Membership Retention	Membership list
Club Governance	Policies in place
Coaching Etc.	Performance/progress Levels