



# Exmouth Archers

## Agenda Item on Club Help and Support AGM 2023

### **Introduction**

Exmouth Archers is entirely a volunteer run organisation, which has facilities unrivalled this side of Bristol. Few Clubs have a dedicated **outdoor range**, a **purpose built Indoor Centre** and a **Field Course**. But these fantastic facilities come at a cost. You will see in the Club accounts, presented at this AGM, what it takes to manage and maintain the facilities to the standard that members have come to expect.

You will also see, given the current membership levels, how much money we bring in as subscriptions. Currently we are about £2000 short on paying the basic bills on subscriptions alone. Insurance, utilities, rent etc. This is forgetting the extra money that we invest annually in equipment and maintenance of the buildings and facilities.

This shortfall has traditionally been met by activities such as our tournaments, beginners courses and the four car boot sales. Indeed, if it weren't for those income streams, we certainly would not have our Indoor Centre and would still be hiring facilities such as the school gym for the Indoor season, restricted to 2 x 2 hour sessions per week. Even after this massive expense we have managed to bring the bank balance to excess of £50k.

However, we cannot run those activities without the support and commitment of the membership.

Over the summer and autumn, we have run three car boot sales (the fourth cancelled due to circumstances beyond our control), two beginners courses and eight days of open competition and one day of closed competition. This excludes the time to setup and prepare for those events, as well as the maintenance days.

Whilst we appreciate the support of our membership to run these events, it has been clear that the bulk of the work has fallen to a small number of members. The wider support simply has not been evident this year and that small group of members are tired and had have had enough.

We are already at the stage where we won't be running tournaments next year because the Tournament Organiser and one or two other key members are not prepared to continue as we are. Unless the Club, as a whole, can find a solution to overturn this, it ultimately means that membership subscriptions will have to rise to cover the shortfall for the basic bills, and if the membership wishes to enjoy the facilities to the level they are currently maintained at the increase in subscriptions will be significant beyond that. You can see in the accounts how much additional revenue these activities generate.

Current expected financial outlays include replacement of the shed, like for like or with a container at about £10k. The soakaway for the sewage plant needs replacement, for which we are awaiting two quotes and the main part of the Clubhouse is over 30 years old so we need to strategically plan for major repairs or replacement.

It should be noted that whilst our lease allows us to hold 4 car boot sales purely for income generation annually, should anything happen, the council could refuse permission to run them. The council, however, cannot stop an archery club from running archery related activities on an archery ground.

The Committee has discussed the issue at length and wishes to put 4 options forward at the AGM for the Club to decide how it wants to move forward.

### **Option 1 – Stay as we are**

We continue to run tournaments and car boot sales with the minimal help received through the use of sign-up sheets and relying on the good will of a small number of members to do all the work. We continue to maintain the facilities to the standards we currently do.

### **Option 2 – Raise subscriptions to cover the basic costs**

The Constitution allows the Committee to set the membership fees as they feel appropriate. Compared to other clubs, for the facilities afforded to us, £9 a month is exceptionally cheap. Without other income generation streams, based upon the current membership level, the Committee would look to raise the monthly adult subscription to £20 a month to ensure that we can cover the bills to allow the club to at least survive. It would not run tournaments or car boot sales. Beginners courses and taster sessions continue to cover the membership turnover. Reserves would be used to repair and replace equipment and maintain the club, but once this has gone, it has gone and we will have to rely entirely upon subscriptions to just pay the bills.

**Option 3 – Raise subscriptions to cover the basic costs, improvements and luxuries**

As with option 1 we would not run tournaments or car boot sales. Beginners courses and taster sessions continue to cover the membership turnover. The Committee will evaluate how much it costs to maintain the Club to the current standards, looking at previous years expenditure. We will buy in professional services to manage and maintain the facilities and will fix the adult subscription fee to suit.

Note that we would be entering into the realms of a professionally managed and run members golf or tennis clubs and the subscription fees will reflect this.

*As neither option 1 or 2 gives members the ability to do their part for the Club other than via subscriptions, the Committee will need to review whether the 24 x 7 access privilege could continue at all, be offered as a “free” option, or as an additional cost option.*

**Option 4 – A revised method for members to contribute to the running of the Club and its activities.**

A number of “Teams” will be created, each will have a specific role to perform in running Club activities. Every adult Club member will be asked to choose at least one team to be part of and be asked to commit to club activities throughout the year. Each team will have a captain who will be responsible for ensuring that each applicable club activity has the right number of people, at the right time. Teams will be no greater than 10 in size. Over and under subscribed Teams may need to be balanced by the Captains in consultation with the members. Captains may seek members from ‘other’ teams if the need arises (major shortfall for a particular event). Members will be asked to commit to that team for 12 months. Club subscriptions do not change.

The initial teams and outline brief will be:

- Key Holding Team – Includes members that open up club sessions, on a rota to ensure cover for non-key holders.
- New Members Buddy Team – Includes members that will be willing to buddy up with new members to the sport having recently finished their Beginners Course.
- Car Boot Team – Includes members that will either setup for the car boot, or do any role on the field during a car boot.
- Catering Team – Includes members that will do the catering for any Club event. Tournaments, car boots etc.
- Junior Coaching Team – Includes members that will coach or assist on the Wednesday junior sessions, or any other junior related activity that the Club may commit to.
- Field Course Maintenance Team – Includes members that will manage and maintain the woods, including the targets and course loops. This will include preparation for any competition, AGB or NFAS.
- Facilities Maintenance Team – Includes members that will do jobs around the main club grounds and buildings.
- Cleaning Team – Includes members that will clean the buildings generally throughout the year, to include preparation for tournaments, car boots or any other event where the public are present.
- Coaching Team – Includes members that will go on the coaching rota for club sessions, or help with beginners courses, taster sessions and the like.
- Competition Field Crew Team (In order to spread the load, there will be an A team, B team etc) – Includes members who will setup the facilities ready for a competition, field crew during any competition and pack away at the end.

*It will be noted that some of these teams are already in existence and some already have a likely Team Captain.*

The Team Captain reports to the committee or could be a committee member already. Training will be given by whoever is best qualified to do so. After training the team captains will be responsible for their team completing their tasks / duties set for them. This will include contacting their team and organising the workload before during and after an event, ensuring that across all events, the workload is shared fairly. Not every team member will be needed for every event.

The buck stops with the Team Captain. It will not be up to the Club Committee to infill any shortfall.

It is understood that we have a wide variety of members, with a range of abilities in the Club and not every member is capable of heavier duties. The Team Captain will work with individuals to find them tasks that are appropriate and of which they are capable.

If a Team cannot be compiled for an event, then that event will not run. However for Tournaments, teams will need to be ratified in January to allow the necessary preparation to take place such as applying for record status, booking judges etc.

For example a car boot sale would require the following teams to be in place.

- Car Boot Team to setup
- Cleaning Team to prepare the Clubhouse and Indoor Centre
- Catering Team to provide the kitchen service
- Car Boot Team to man the parking and gate on the day
- Cleaning Team to clean up after the sale

Because every member is being asked to contribute to something throughout the year, the 24 x 7 access privilege would be granted to or retained by those members who contribute to four or more work sessions throughout the year. Single one off tasks, such as hoovering the indoor centre outside of an event will not necessarily count. The Committee will look to draw up a matrix of team tasks vs contribution to 24 x 7 access.

*The Committee will still have the ability to evaluate, on a case by case basis, the granting of the 24 x 7 access privilege outside of the arrangement detailed above. Should any member not want to have their circumstances discussed at Committee then we can arrange for the Safeguarding Officer to speak with you and represent your case to the Committee.*

### **Conclusion**

The Committee do not support option 1. This is clearly unfair to some of our members and in the long term, untenable and without addressing the issue. Indeed it would likely end in a number of members resigning their Committee positions.

Option 2 is unlikely sustainable as facilities will soon deteriorate. Option 3 is sustainable but will be expensive and it's likely that membership will fall, meaning those that are left will end up paying more.

Option 4 is the recommended option to allow the Club to continue to enjoy the facilities as they currently are and to fulfil our Archery commitments locally and nationally as one of the best Clubs in the country.

**As this a members Club, the membership now need to decide how we move forward to manage and maintain the facilities to the level that you want. The status quo is no longer sustainable.**

**Please make every attempt to make the AGM to make your thoughts known. If you are not able to attend, although you will not be able to vote on your chosen option, the current Committee would be interested in your thoughts.**