

Section 3: Re-Election Statement – Nigel Cook

Overview of Contribution During Current Term

During my term as Treasurer of the Association, I have sought to fulfil the role by focussing on financial stewardship, good governance, and an approach which has enabled the Board to make informed operational, and sustainable strategic decisions. My approach has been rooted in the need to ensure that the Association remains financially resilient, risk-aware, and well governed, while supporting our wider professional and member-focused objectives.

I have worked closely with fellow Board members, and committees, to strengthen financial oversight, ensure continuing transparency, and to align financial management more closely with the Association's strategic priorities.

Governance Improvements

A key area of my contribution has been the strengthening of financial governance and oversight arrangements. As Treasurer, I have supported and delivered improvements to the clarity, consistency, and usefulness of financial reporting to the Board, enabling more effective scrutiny of performance, cash flow, reserves, and emerging risks. This has delivered positive benefit to my Board colleagues, and ensured that the membership have received more relevant information through the Treasurer's report delivered within the new AGM structure.

I have delivered refinement of policies and processes related to budgeting, financial controls, and reserves management, and I have also played a role in embedding financial and risk considerations more explicitly into broader governance discussions. This has helped to ensure that important strategic proposals, such as the recent purchase and adoption of the SABRE scheme, are considered alongside affordability and sustainability.

Committee Work

In addition to my responsibilities at Board level, I have actively contributed to committee activities relevant to the Treasurer's remit, and this has included participation in finance-related discussions with committees and working groups considering strategic initiatives.

Beyond the Treasurer role, I am an ad-hoc member of the Membership Committee, contributing to membership decisions, when required, and a standing member of the Events Committee, with a responsibility to ensure that financial oversight exists within the planning for external events.

Member Engagement

Whilst the role of Treasurer role is primarily governance-focused, I have always believed that member trust and confidence are closely linked to transparency around financial management. During my term, I have supported clear and accessible communication with members regarding financial matters, including how resources are managed and how financial decisions underpin the Association's objectives.

I have consistently been active in engaging with Members, responding to queries and contributing to discussions where financial context is helpful. To further the Association's aims I have actively engaged with members who might be able to support the Association through event sponsorship, and such engagement has recently secured a five event deal from an affiliate member.

Whilst actively seeking such financial support from members is an important need, I am equally committed to actively supporting any and all viable opportunities to enhance member benefits.

My engagement, particularly as it relates to the Treasurer's role, has been guided by the principle that financial information should be understandable, relevant, and clearly linked to the Association's strategic objectives and member benefits.

Delivery of Delegated Responsibilities

As Treasurer, I have fulfilled those responsibilities delegated to me with diligence and to the best of my ability. This has included oversight of budgeting processes, monitoring financial performance against targets, and ensuring that appropriate controls and authorisations are in place.

I have worked closely with my Board colleagues and administration staff to ensure the timely preparation of reports, and forecasts, and to address issues or questions as they arise. Where financial risks have emerged, I have ensured these are escalated appropriately and considered by the Board at the earliest opportunity.

I have also supported the preparation and review of annual accounts, working constructively with the Association's accountants where required, and prepared the annual report to members which is delivered at the Association's AGM.

Strategic and Operational Achievements

From a strategic perspective, I have positively contributed to ensuring that financial sustainability is treated as an enabler of ambition rather than a constraint against ambition, particularly as the Association is a not-for-profit organisation. This has included supporting discussions surrounding spending priorities and the Association's investment strategy, encouraging a long-term view of affordability and resilience.

Operationally, my contributions have helped to improve the alignment between strategy and financial planning, ensuring that strategic objectives can be supported with

realistic budgets. I believe this has contributed to improving confidence in the Association's ability to deliver on its commitments, without exposing the Association to undue financial risk.

Where operational improvements in relation to financial management have been identified, such as improvements in reporting formats, forecasting, or financial processes, I have supported incremental change designed to effectively deliver such improvements.

Active Participation and Engagement

I have maintained consistent and active participation throughout my term. This includes regular attendance at Board meetings, constructive engagement in numerous discussions, and preparation ahead of meetings to enable informed contribution. I have actively contributed to agenda items relevant to my role as Treasurer, while also engaging more broadly in strategic and governance discussions affecting the Association as a whole.

I have always tried to maximise my accessibility to fellow Board members and Association staff, in order that I could contribute to, and support, timely discussion and resolution of issues which have arisen between scheduled meetings.

Beyond formal meetings, I have played a positive role in promoting and actively supporting every external event that the Association has attended, or been involved in, and I am equally committed to member benefit events, e.g the Archery Days, to show active Board involvement, and to maximise Board engagement with members who attend.

Conclusion

My contribution as Treasurer during my current term has been focused on strengthening the financial and governance foundations of the Association, supporting strategic decision-making, and maintaining the confidence of members and stakeholders. I have approached the role with a commitment to integrity, proportionality, and collaboration, recognising that effective financial management is critical to the Association's long-term success.

I am seeking re-election to continue this contribution, building on the progress made, and supporting the Association as it navigates future challenges and opportunities.