



# Annual Report 2022-23 and Strategy Update



## Contents

Chair's foreword	4
Chief Executive's introduction	5
GB Medals 2022-23	6
Strategic plan 2021-26	8
Membership structure review	9
Empowering people	12
Competitions and events	16
Diversity throughout	19
Archer recruitment	24
Communications and Digital first	30
Pathway and podium	35
Safeguarding	42
Governance	45
Financial Review	46



*At a time when speed and noise dominate, archery defies the rush of modern life.*

*The sport demands precision, focus and perseverance – values that have resonated throughout the ages. It gives us a moment of calm, of peace, the chance to pause and the opportunity to leave worries behind the shooting line. It teaches patience in a world of impatience, precision in a world of chaos, and focus in a world of distractions. But archery is not just important for the mind; it encourages physical fitness, strength, and coordination, fostering a holistic approach to wellbeing. It's about quieting the mind while moving the body.*

*From the Middle East to Asia, from Europe to the Americas, the bow and arrow have been embraced by cultures and communities worldwide since the earliest civilisations. It's a spiritual practice, rooted in history and steeped in tradition. While archery stands as a poignant reminder of our roots, it also embraces technology and innovation.*

*Differences can separate, but archery brings people together. Archery stands as an ode to our capacity to overcome, adapt and inspire. It knows no boundaries of age, gender, ability or background. Everyone is welcome on the range.*

*Archery creates shared experiences and life-long friendships between the generations. It's about fun, about dedication and determination. From that first arrow, it builds communities and gives people something to aim for. It's a sport driven by passion.*

*From the legendary archers of Sherwood Forest to the revered bowmen of ancient Asia, the sport is a testament to the undefeatable human will. It's a symbol of strength and resilience, a reminder that even the seemingly impossible can be achieved.*



## Chair's foreword

I am immensely proud of the progress we have made as an organisation over the past 18 months.

Archery GB has continued to foster a thriving community of archers across the country, from grassroots to elite levels. Our commitment to inclusivity and accessibility remained unwavering, with initiatives aimed at welcoming individuals of all ages, backgrounds and abilities into our sport.

Significant progress has been made in our development programmes – investing in coaching, infrastructure, and talent identification to support our members, whatever their archery aspirations, and to nurture the next generation of athletes. Our partnerships with clubs, schools, and other organisations have expanded, creating more opportunities for people to experience the joy of archery.

We have had the opportunity to celebrate the achievements of our athletes on both national and international stages. Their dedication and passion for the sport serve as inspiration to us all.

As we look to the future, we are excited about the possibilities that lie ahead. With your continued support, we are confident that Archery GB will continue to grow and thrive, enriching the lives of individuals and communities.

As ever, I want to thank all our hard-working staff, volunteers and our members for their support during the year. Thank you for your dedication and passion for the sport.

### Mark Briegal, Chair







## Chief Executive's introduction

I'm delighted to be introducing Archery GB's Annual Report 2022/23 and Strategic Update; my first as Chief Executive. The report sets out our organisations accomplishments in the 2022-23 membership year and the impact the activity has had. It reflects our steadfast commitment to upholding our values of excellence, integrity, valuing people and the importance of working and learning together. These values are interwoven throughout everything we do, they define us and propel us forward.

We continue to deliver on our five-year strategic plan, launched in 2021. This period has presented many challenges for the sports sector that we will need to overcome together. Demand for National Governing Body services is increasing, meanwhile we are challenged to operate with greater efficiency despite uncertain government funding, focus on growing income and increase engagement, address sustainability concerns and implement environmentally friendly practices, all of which need to be managed through good governance to ensure archery is safe, enjoyable and welcoming for everyone.

Archery is entering a positive new era, with developments in technology, the introduction of new disciplines, an increase in youth participation and event registrations, plus

the opening of a flagship Performance Archery Centre. The physical and mental health benefits of our sport are needed now more than ever, and through the opportunity presented by the Olympic and Paralympic Games in Paris, we will share those benefits with new audiences whilst continuing to support those who have participated and contributed to the sport, and for whom archery is a way of life.

From local clubs to elite competitions, building a positive culture is essential for the development of archers at every level. As we grow, Archery GB will place renewed emphasis on the culture across our sport, with a commitment to professionalism and ethical conduct, encouraging positive role models and focusing on the role culture plays in promoting growth, inclusivity and wellbeing.

I extend my gratitude to you all for your commitment to our incredible sport and look forward to this exciting new chapter where we're enriching lives through archery together.

**Ruth Hall, CEO**





## Olympic WCP medals 2023

### European Grand Prix:

- Individual Women's – Gold (Penny Healey)
- Mixed Team – Silver (Penny Healey, Tom Hall)

### Antalya World Cup:

- Individual Women's – Gold (Penny Healey)

### European Games:

- Individual Women's – Gold (Penny Healey)
- Women's Team – Gold (Bryony Pitman, Jaspreet Sagoo, Penny Healey)

### World Indoor Series:

- Women's Recurve – Bronze (Penny Healey)

## Paralympic WCP medals 2023-24

### Para World Championships:

- Individual Compound Men Open – Silver (Nathan Macqueen)
- Women's Compound Open Doubles – Gold (Phoebe Paterson Pine, Jodie Grinham)

### Para European Championships:

- Individual Compound Men's Open – Gold (Nathan Macqueen)
- Compound Open Mixed Team – Gold (Nathan Macqueen, Phoebe Paterson Pine)
- W1 Mixed Team – Bronze (Martin Saych, Victoria Kingstone)
- Recurve Open Men's Doubles – Gold (Cameron Radigan, Dave Phillips)
- Women's Compound Open Doubles – Bronze (Jodie Grinham, Jessica Stretton)

### Fazza World Ranking Event:

- Individual Recurve Men's Open – Bronze (Cameron Radigan)
- W1 Mixed Team – Bronze (Martin Saych, Victoria Kingstone)



## Non-WCP medals 2022-23

### World Indoor Series:

#### Luxembourg, November 2022

- Women's Compound – Gold (Ella Gibson)

#### World Indoor Series Final, Las Vegas, March 2023

- Women's Compound – Silver (Ella Gibson)

### Senior Target events:

#### European Grand Prix, Lillehall, April 2023

- Women's Compound – Gold (Ella Gibson)
- Mixed Compound Team – Silver (Ella Gibson, Kai Thomas Prause)
- Women's Compound Team – Gold (Ella Gibson, Jessica Stretton, Lizzie Foster)

#### World Cup Stage 2, Shanghai, May 2023

- Women's Compound – Silver (Ella Gibson)

#### World Cup Stage 4, Paris, August 2023

- Women's Compound – Gold (Ella Gibson)

#### European Games, Poland, June 2023

- Women's Compound – Silver (Ella Gibson)

### Youth Target events:

#### Youth Cup Stage 1, Zion, May 2023

- U21 Men's Compound – Gold (Luke Davies)
- U21 Women's Compound – Bronze (Patience Wood)
- U21 Women's Compound Team – Silver (Hallie Boulton, Patience Wood, Chloe A'Bear)
- U21 Women's Recurve Team – Silver (Megan Costall, Charlotte Hemsall, Shauna Punjabi)
- U21 Mixed Compound – Silver (Luke Davies, Hallie Boulton)
- U18 Men's Compound – Gold (Finlay Clark)
- U18 Women's Compound – Silver (Louise Bassett)
- U18 Mixed Compound – Gold (Chloe Scott, Alfie Ridding)
- U18 Men's Recurve Team – Bronze (Archie Bromley, Max Oakley, Midas Tang)
- U18 Mixed Recurve Team – Bronze (Megan Havers, Max Oakley)

#### World Youth Championships, Limerick, July 2023

- U21 Women's Compound – Bronze (Hallie Boulton)
- U21 Mixed Compound – Bronze (Ajay Scott, Patience Wood)
- U18 Mixed Compound – Silver (Isabelle Bruguier, Ioan Rees)

### Field and 3D medals:

#### European Field Championships, Italy, September 2023

- Mixed Recurve – Bronze (Bryony Pitman, Tom Hall)
  - U21 Men's Barebow Team – Bronze (Oliver Hicks, Callum Piggott, Ioan Rees)
  - U21 Mixed Barebow – Gold (Oliver Hicks, Kathryn Morton)
  - U21 Women's Team Demo Event – Bronze (Isabella Bruguier, Kathryn Morton, Louisa Piper)
  - U21 Mixed Compound – Bronze (Isabella Bruguier, Ioan Rees)
  - Women's Recurve – Gold (Bryony Pitman)
  - U21 Women's Compound – Silver (Isabella Bruguier)
  - U21 Men's Barebow – Gold (Oliver Hicks)
  - U21 Women's Barebow – Gold (Kathryn Morton)
- #### European 3D Championships, Italy, September 2023
- Men's Longbow – Gold (Ian Edwards)





# Strategic plan 2021-2026

Enriching lives through archery

**Vision**

**Mission**

To rebuild, reimagine and re-present archery in the next five years

## Strategic ambitions

### Membership structure

An effective and efficient governance and delivery structure for the whole sport, with a member-centric membership offer.

### Empowering people

Connections that engage, recruit and support the thousands of people who create opportunities for archery to happen.

### Diversity throughout

A diverse and inclusive organisation that enables everyone to be themselves and develop in a way that suits them.

### Archer recruitment

A revitalised club network, rebuilding from the damage of Covid. New groups, partnerships and places that increase the breadth of our archery communities.

### Digital first

Putting digital transformation at the heart of what we do, leveraging technology to modernise systems and resources.

### Pathway and podium

Redefine GB performance archery and be the pioneers on the world archery stage.



## Membership and structure review



As we looked to recover and rebuild from the damage of Covid, the opportunity to review the inner workings of the sport presented itself. Expectations and habits in sport and physical activity, and society more broadly, have rapidly changed in recent years and new trends continue to emerge. Sport as a sector has never faced such scrutiny about how it operates.

We believe it is the right time to review the structure of the sport and the membership of archery in the UK, to ensure that the sport has an effective and efficient governance and delivery structure, and a member-centric membership offer.

We are working together with the community to build a structure that represents the needs of the members, clubs and the sport as a whole.



## Membership and structure review

### Approach

Whilst undertaking a review of both membership and the structure of the sport, there are several considerations to be taken into account:

- Members are asking what they receive from every level in the sport. There is a need to have a simple structure and clarity of the responsibilities for each level.
- There can be inconsistency in the delivery of archery activities across the UK.
- Archery GB continues to provide leadership, but a collective effort to embed the culture of good governance at every level is required. Good governance allows organisations to recruit and retain the confidence of funders, commercial partners and members.
- In recent years, membership numbers grew to a high of 45,000 members – the sport should be capable of even further growth.

### Structure Review

An overall review conducted in April 2021 showed that the structure is not necessarily broken, but it does need support. However, despite this, we therefore maintain the option to explore structural changes, as long this delivers efficiencies and improvements within the current broad structures. A functioning and robust structure would be able to deliver Archery GB's services in better ways to the whole archery community.

An in-depth consultation with key stakeholders from across the archery community was conducted, through high quality research, independent surveys, and detailed qualitative research with interviews and focus groups with key personnel.

This analysis highlighted the need for this project to conduct further research around the following points:

#### 1. The status and role of varying geographic entities

There is little clarity of purpose, roles, decision making or responsibility between club, county, regions, home counties, and Archery GB, with examples of duplication, gaps and inconsistent delivery.

#### 2. The capacity of individuals and groups to sustain their current activities

There are stark differences in size, context, and engagement between the different layers of the archery structure, with examples of over or under capacity being a significant factor.

#### 3. The support or communication within the different layers of the archery community

The different layers of the archery community use and prefer a variety of forms of communication.

The following actions are being considered, alongside the membership review recommendations:

- a. Use of a self-assessment tool to allow self-reflection on the current status of each organisation – areas such as culture, structure, governance and areas for development.
- b. Development of a governance framework/principles document for archery.
- c. Greater clarity and streamlining of current volunteer roles.
- d. Support to better inform succession planning for the whole sport.





## Membership and structure review

### Membership review

We investigated the move towards a member-centric, value-based offer, moving away from the aged-based offer we currently have.

Speaking to secretaries across different regions and counties, members and lapsed members, we gauged their level of interest and listened to their concerns. Alongside this qualitative research we reviewed our Customer Satisfaction Survey again to better understand the needs of the general membership.

In 2023, an external membership consultant offered strategic advice and practical support on all aspects of membership, including recruitment, retention, engagement, marketing, communications, and operations. Alongside this, findings from members surveys and focus groups led to a number of recommendations for us to consider:

- Work to reduce club volunteer administration burden
- Investigate whether we can provide a discount for key volunteers (i.e. coaches and judges)
- Make it easy for new members to join by allowing monthly pro-rata rather than at specific times of the year
- Consider a premium membership with more tangible benefits
- Reduce the U25 membership to U21 in line with age groups and other sporting bodies
- A membership package for non-members who support clubs but don't shoot, and fan members who want to know more about archery



### Priority areas moving forward

During 2024 we will announce the membership and structure changes and support for the whole archery community. Further information will be communicated to every member, club, county association, regional association, and home nation.

We will provide guidance and training to all stakeholders across the membership programme and support for the sport, and have set ourselves a target of October 2024 to have the new structure in place and working robustly.

*The membership review has previously been delayed by a number of factors, in particular the cost of living crisis. As this is an ongoing review, plans are subject to change.*

## Empowering people



Volunteers are integral to the development and delivery of archery at all levels of the sport. It is these amazing people who take on roles to ensure opportunities exist for new and existing archers to experience the sport, from a coach delivering a have-a-go at a faith centre to judges at the National Tour: The Final.

It is essential that we continue to create connections that engage, recruit and empower the thousands of people who develop opportunities for archery to happen.





# Empowering people

## Progress in 2022-23

### Coaching modules and workshops

- From October 2022 to September 2023, we:



### Instructors

- From October 2022 to September 2023, we:



- Instructor Insight – 172 instructors completed a survey designed to better understand the aspirations of our instructor workforce and the support they require. A further focus group was held, to take a deeper dive into the instructor qualification, license and CPD requirements. Feedback will be used in our membership review and help us better support our instructor workforce.
- Archery Activity Partner & Instructor Conference – our first conference in March 2023 included sessions on equipment maintenance and soft archery.

### Judges

- 244 judges were qualified in 2022-23 including National, Regional, County and candidate judges (compared to 212 in 2021-22).
- The Northern Counties Archery Society ran taster sessions for potential judges in their area, and the East Midlands Archery Society held have-a-go days for people to come and try judging. Due to the success of these events, Archery GB has also held taster sessions aimed at fans or participants.

### Ambassador Programme

- The Ambassador programme was launched in January 2023 with a team of 19 inspirational ambassadors who have been recruited to help promote archery, improve the archery experience, and help their clubs develop.

### Recognition Awards

- In September 2022 the annual Recognition Awards evening was held to celebrate the individuals and organisations who make our sport so special. The evening was a success, with 120 nominations, 100 people attending in person and many more watching the ceremony live on our Facebook channel.





## Empowering people

### National competition volunteering

In December 2022, 69 individuals volunteered for Archery GB competitions for the National Targets shoots, either as results, admin or field of play – an increase of nine people from the previous year.

Volunteer roles	Event admin	Results	Field of Play	Photo	Judges
UK Masters	2	4	9	1	8
The Grand National Archery Meeting	1	2	2	1	3
British Target Championships	1	4	7	1	10
Junior National Outdoor Championships	0	5	7	1	7
Youth Festival	1	2	11	1	8
Disability Championships	3	3	8	1	6
National Tour: The Final	3	4	13	3	5
National County Team Championships	3	2	7	1	9
National Indoor Weekend	5	7	21	2	12
<b>Totals</b>	<b>19</b>	<b>33</b>	<b>85</b>	<b>12</b>	<b>68</b>

The table below shows the amount of people who volunteered for each of the 2023 events in October–December 2022. Volunteers express their interest each October for the following year (N.B. a volunteer may have expressed interest in multiple shoots).

	Volunteers expressed interest	Judges expressed interest
Para selection shoot x2	–	9
Flight Championships	–	6
Clout Championships	–	10
Field Championships	–	19
UK Masters	29	27
Grand National Archery Meeting	20	16
British Target Championships	28	26
Junior National Outdoor Championships	21	19
Youth Festival	31	21
Disability Championships	31	13
National Tour: The Final	52	24
National County Team Championships	23	20
National Indoor Weekend	48	31

### International competition volunteering opportunities

The European Grand Prix in 2023 offered volunteer roles across results, gates, ticketing, field of play, athlete services and judging. Total numbers were:

- People who volunteered: 59 / volunteers used: 38
- Judges who volunteered: 29 / judges used: 8

## Empowering people

### Progress update October 2023 – March 2024

- Programme Coach (Level 3) Pilot – two pilot cohorts have been delivered since January 2024: Coaching at the Next Level; The Art of Coaching, Best Coaching Practices, and Coaching Behaviours. Two other cohorts have been organised and are due to start in March and May – all have been fully booked.
- Due to changes in the safeguarding training requirements for licensed coaches, and through consultation with UK Coaching, we have organised the delivery of 26 UK Coaching – Safeguarding & Protecting Children workshops. We also worked with our Safeguarding Team to develop and deliver two safeguarding sessions for young people below the age of 18 years.
- We have a new Continental Youth Judge, following attendance at World Archery Europe to take the necessary course and exam.
- In March 2024, we held an online Judge Conference, changing the content from 2022 to make it more rules-based, with 60 attendees.
- All international judges are helping to create a better appeals process for scoresheets filled out incorrectly, educating archers first before disqualification – this will apply to National competitions and National Tour stages.
- Online training and examination for judges was introduced in February 2024, making training more accessible, reducing travel and expenses for judges.

## Priority areas moving forward

- Online tournament reporting – making it easier for Archery GB to manage and use the data, allowing us to find patterns of behaviour for training, show us training and development needs for judges and organisers, and will allow us to send out reminders to archers.
- Judge candidate pack – this will align all regions making sure all new judges are given the same information.
- J05 booklet changes – we will be looking at a better way for judges to assess others judges practically.
- J10 – changes are being made to increase the standard of judging. Moving forward, to make sure they get the relevant overall event experience.
- Clout rules – the creation of a project to align the Clout rules and processes across the whole country.
- A number of judge webinars are planned throughout the year for extra training.
- Rosterfy, volunteer management software, will be used again in 2024, for better communication to the volunteers. We will be exploring other providers throughout the season.



## Competitions and events



Across the year, the Archery GB Events Team orchestrates a number of diverse events with significant engagement across various categories and genders.

These competitions also generate a number of volunteer opportunities and sponsorships, exemplifying community involvement and financial support.

As our events increase in popularity, Archery GB aims to enhance event experiences and develop additional commercial partnerships, particularly focusing on expanding spectator engagement and more opportunities for archers to take part.





# Competitions and events

## Progress in 2022-23

- The Archery GB Events Team delivered 18 events across the 2022-23 membership period, with 2,359 competitors taking part.
- The Archery GB rankings showed that 1,817 people competed in at least one World Record Status event:
  - 1,238 men and 544 women
  - 798 recurve, 451 compound, 368 barebow and 200 longbow archers
- Archery GB competitions created 209 volunteering opportunities at events.
- The Archery GB National Tour and National Indoor Weekend raised £38,000 in sponsorship revenue.

## European Grand Prix

- The European Grand Prix in April 2023 had 29 countries taking part with 310 competitors and 6 medals won for GB.

## National Tour

- The National Tour had 443 competitors take part.
- Over 200 tickets were sold for the final.

Event growth	2022 entries	2023 entries	2024 entries
British Field	71	113	182 (sold out)
British 3D	74	68	112 (sold out)
Grand National Archery Meeting	69	81	85+
British Target Championships	257	275	Not currently on sale
UK Masters	98	260	281 (sold out)
National Indoor Weekend	825	1,016	Not currently on sale



## Competitions and events

### Progress update October 2023 – March 2024

- To date, we have received more entries for 2024 competitions than ever and are working hard to give as many people as possible the chance to compete at our national competitions.
- Our single largest competition was the National Indoor Weekend with over 1,010 competitors across three days.
  - An additional third session on Friday night was introduced for the Senior Nationals, creating more spaces to take part.
  - The archery trade show had 13 exhibitors, more than ever before.
- For 2024, new commercial partnerships have been secured to help us deliver the National Tour, with new partners Maven Optics and Shibuya supporting the event, alongside returning partners WIAWIS, TRU Ball/Axcel, Easton and Hoyt.



### Priority areas moving forward

- National Tour: The Final 2024 – we're making 2024's Final the biggest yet through growing spectator numbers, production of the all-new Lunchtime Archery Show and more archery-focused experiences across the weekend.
- Partnerships – growing Archery GB's commercial partnerships is a priority in the next year and we'll be creating an Archery GB commercial microsite, as well as pursuing partners for Field and 3D, Start Archery Week and other projects.
- Increased capacity – we are working on creating extra spaces at events to give more opportunities for people to compete.





## Diversity throughout

We are dedicated to encouraging an inclusive and supportive culture among our workforce, volunteers, participants and members. We believe it is in everyone's best interests to ensure that our organisation and the sport itself represents all of society, that we ensure every person is able to be themselves and develop in a way that suits them.





# Diversity throughout

## Progress in 2022-23

### Compliance

We are committed to having a strong Diversity & Inclusion Action Plan and a People Plan. The Code for Sports Governance sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from organisations who seek – and are in receipt of – UK Government and National Lottery funding from UK Sport and/or Sport England. Many of the principles set out in the Code are widely accepted as being elements of good practice in corporate governance.

We have maintained our Tier 3 status – the top level of mandatory governance requirements as set out by Sport England.

### Visually Impaired (VI) archery

Alongside the archery sections of British Blind Sport, we spoke to VI archers and coaches, to understand what support is currently available and what further work can be done in this area. An online workshop was delivered in February 2023, where 35 people attended.

### Screening/classification

Our classifier attended the Disability Championships in September 2023 to talk to participants about classification as well as undertaking two classifications. We are discussing how we can improve the classification process and rules to provide greater access to disabled archers at grassroots level.

### Deaf Archery Working Group

In September 2022 we ran a survey to help us identify how many Deaf or hard of hearing archers are already involved in archery and the barriers they may face. The Deaf Archers Working Group work together to understand barriers and identify solutions to help make the sport more inclusive for others.

## Help for Heroes

In June 2023, our partnership with Help for Heroes was re-established. All regions have been involved connecting Help for Heroes with local clubs who have been able to support delivery and engagement.

## Progress update October 2023 – March 2024

### Accessible engagement workshops

We have worked with Activity Alliance to organise and deliver four Engaging Disabled People in Sport & Physical Activity workshops between November 2023 and February 2024 – each workshop sold out. With support from our Communications Team, we have produced a video about the journeys of disabled archers and their coaches through the sport.



# Diversity throughout

## Priority areas moving forward

### Equality, Diversity and Inclusion Strategy

We are working with Inclusive Employers – a specialist consultancy who work with organisations to create diverse workforces with inclusive workplace cultures. Together we will create an equality, diversity and inclusion strategy, action and implementation plan for Archery GB. The work will;

- increase participation by increasing accessibility to archery to groups from diverse backgrounds,
- improve routes to employment from those who have a diverse background, and
- improve branding and messaging to reflect inclusivity.

There will be a sport-wide training programme, made up of inclusive recruitment training and awareness sessions on race, gender equality, and neurodiversity.

### Inclusive Activity Programme (IAP) training

Further IAP training courses are being organised with BUCS for 2024, targeting 24 coaches to support disabled archers.

### Accessibility consultation

A project looking at grassroots access for people with disabilities has begun. Education for workforce will be the starting point, as well as asking members and partners for support, guidance, and feedback.

### Adaptive devices

A revised online course has been drafted by coaches and we are currently working with Activity Alliance to review it. This online module for coaches will be a precursor for those that want to complete the face-to-face equipment course that is due to be piloted in September 2024.

### The Fletchers' Trust

The Worshipful Company of Fletchers continues to support Archery GB's inclusion programmes as well as individuals, Paralympians and other disabled archers to buy equipment. The Company donates funds for training both grassroots and elite archers, ensuring that there is a clear path to success for potential Paralympians.

Their commitment to supporting grassroots archers with disabilities continues as we work with them to develop our 2025-2028 strategy.





## Case study – Project Rimaya

Findings from the Muslimah Sports Association's Muslim Women in Sports Report present a number of barriers and concerns faced by British Muslim women in sport. Through Project Rimaya, Archery GB and its partners are helping to directly address these barriers:

### **30% said that they would be interested to learn about archery**

Archery has a long history in Islam, and the sport is helping Muslim communities to feel inspired and united, supporting their physical, mental and spiritual wellbeing. Maryam Manjothi from Leicester Archery Academy said, "Archery supports my faith as I am a Muslim and archery is a *sunnah* (something which is advised and heavily rewarded), especially for women."

### **97% said they want to increase their current participation in sports**

We are training Muslim women to become not just instructors and coaches, but positive role models within their community to encourage other Muslim women to take part in the sport. We have helped to train over 20 female Instructors and 10 Session Coaches.

### **43% said that current sports facilities are not appropriate for them**

Archery has minimal dress requirements, making it more accessible and inclusive to people interested in trying the sport. By running courses and sessions in madrassahs and other community spaces that are familiar to the Muslim community, Project Rimaya and its partners are reducing the anxiety around participating in sport.

### **82% want to increase their sports participation for health and fitness reasons and 33% describe their current fitness activity level as "Inactive"**

Archery has many benefits for physical and mental wellbeing. Maryam said, "For me, archery is time-out to quite literally release the stress of having to meet certain standards or achieve certain goals, with each arrow."



We worked with the Muslimah Sports Association (MSA) and The Sport & Recreational Alliance to assess the social impact and value of Project Rimaya in Barking. Economically, the research demonstrated that the six-week programme produced £95,000 of social value. The cost of the project was just over £4,000, giving a potential return on investment at 28 times the cost of delivery.

24 participants completed a survey focusing on their wellbeing at the start, mid-point and end of a six-week programme of archery activity. The results showed a marked increase in overall life satisfaction and decrease in anxiety and noted the benefits that archery as a sport brought to them in their wider lives; “I think it has improved my wellbeing. It has helped me meet new people, socialise, and network in this community”, and, “aiming at the target and the feeling of relaxing has really helped – the focus has really transferred to work in being able to get into a state of calm”.

By enabling the ability to learn and develop a new skill in a familiar environment, and encouraging companionship and collaborative development, more participants were likely to return to the sport.

### **80% said they would be likely to attend women’s only sports sessions if they were available**

Through Project Rimaya, and with our partners, we have delivered both women-only and mixed sessions as a way to increase participation within the community.

As part of the impact from the Birmingham 2022 Legacy Fund, Jamila Bi, Archery GB’s Legacy Coordinator, runs women-only sessions at Crescent Archers in Birmingham, and Muslimah Sports Association have also been running regular female-only archery classes. These sessions help to get archery into the community in a location and way that is comfortable for the participants.



***“I think it has improved my wellbeing. It has helped me meet new people, socialise, and network in this community.”***



## Archer recruitment



A core part of Archery GB's work is to support the recruitment of new archers to the sport, through a number of initiatives aimed at expanding archery participation and support.

Collaborative projects, such as Project Rimaya and our work with The Fletchers' Trust, have enabled us to engage with new groups, partnerships and places that increase the breadth of our archery communities.



# Archer recruitment

## Progress in 2022-23

### Project Rimaya

In July 2023, in partnership with GLL, Preston United and Active Lancashire, we held an event to gauge the interest of the mosques and madrassahs within Preston, engaging 180 individuals in archery. Subsequently, eight madrassahs have trained instructors and are running sessions.

### Club Support Fund

Feedback from clubs in 2022 indicated that capacity was an issue affecting their ability to recruit and retain members due to large waiting lists for beginner courses, lack of volunteers, qualified coaches, beginner equipment and facility hire. In response, we launched a Club Support Fund in July 2022 where clubs could apply for funding.

The fund closed in October 2022, and through collaborative funding from ourselves, home counties and regional associations, we were able to support 80 clubs, offering a share of just over £20,000.



### Start Archery Week 2023

Start Archery Week 2023 was a great success:

- The Club Management System was used to register events for the first time
- There was a 6% increase in participants over 2022
- Press coverage from 2-20 May 2023 had a circulation of 872,193, providing significant media coverage value.

106

Start Archery  
events registered

6,141

participants during the  
2023 event

£15k

media coverage  
value





# Archer recruitment

## Field and 3D development

2023 saw significant growth in interest in both field and 3D archery following an awareness campaign. Field clubs have seen an increase in their off-season introduction and friendly competitions.

Event growth	2023 entries	2024 entries
Pentref Bowmen Field	48	75
Dearne Valley Field	71	93
Kendal 3D	50	56
Pentref 3D	51	76 (to date)
British 3D	67	112 (full)
British Field	113	192 (full)

## Just Shoot

Launched to Archery Activity Partners and instructors in August 2023, this simple reward scheme gives people trying archery a sense of achievement and inspires them to stay in the sport.

## Urban Archery

We are working with StreetGames to develop Urban Archery. Initially, we undertook a consultation in Stourbridge in early 2023 to gain feedback on performance, kit and costing. The second stage – a 6-week pilot delivery period in May 2023, with the three Locally Trusted Organisations – included testing the introduction of archery within existing Doorstep Sport sessions.

At a Connecting the West Midlands event in November 2023, we shared feedback from the StreetGames review and findings of Urban Archery. The event was successful in changing the attendees' initial impressions of soft archery and people left the day feeling inspired and enthused with the role of soft archery at community level.

## Birmingham 2022 Commonwealth Legacy

In July 2022, we successfully applied to Sport England for the National Governing Body (NGBs) Sport Participation, Innovation and Digital fund, which supported the B2022 Organising Committee's mission for the games; to bring people together, improve health and wellbeing, act as a catalyst for change, help the region to grow and put Birmingham and the West Midlands firmly on the map.

We appointed a part time Legacy Co-ordinator, Jamila Bi, to help achieve our aspirations. Her hard work has resulted in over 3,000 people experiencing archery across the West Midlands, in most cases for the first time. Highlights of activity in the region include:

- Archery delivered at a number of schools, madrassahs and hubs
- StreetGames HAF Programme across all school holidays in partnership with Bring it on Brum
- Regular female-only and Project Rimaya archery sessions
- The establishment of a new Archery GB Club, Crescent Archers
- Relationship built with BID Services Deaf Cultural Centre, providing archery opportunities for children with disabilities and who are deaf or heard of hearing
- Two public try archery events at the IBSA World Games
- Seven Instructor Award courses delivered, including two for the Muslim Scout Fellowship and a bespoke Instructors Award for Bear Grylls Adventure
- A feature on BBC West Midlands Today, showcasing the great work that has taken place

To establish effective partnerships and bridge the work in Birmingham and the wider West Midlands area to our existing archery clubs, coaches, instructors and volunteers, we have established 'Connecting the West Midlands' in association with the Regional Development Officer for the Midlands, with a key focus on inclusion.



## Archer recruitment

### Activity across the regions October 2022 – March 2024

#### Northern Ireland

- The Schools Cup in Northern Ireland increased from 10 students in 2022, to 70 in 2023, with archers representing 22 schools.
- The region's first VI coach is finishing Session Coach training, and we are working to create an opportunity for sessions within a VI school.

#### Wales

- A Facebook forum was established to enable interaction between clubs who feel somewhat isolated. The forum has over 100 members, indicating the need for better communication options. The forum helps to track common issues clubs are dealing with, such as the impact of rising venue hire costs and the implications this has on club development.
- Support was given to clubs in the Dyfed and Powys region to apply for funding for Session Coach training, and to purchase new equipment aimed at providing opportunities for new beginners and marginalised groups.
- Since the beginning of 2023, Welsh clubs have received £23,032 in support from Sport Wales.

#### Midlands

- TAM, a regional approach to supporting Midlands Ambassadors, began in Autumn 2023, and have met three times to share resources, ideas and support. It provides opportunity to mix new Ambassadors with those who have been part of the programme for some years to share their experience.
- A training course for VI archers began in December 2023, and part funding from The Fletchers' Trust enabled six people to become Session Coaches.
- In February 2024 we ran a club development and networking conference that included input from Sport Birmingham and an interactive Buddle workshop, 'Planning for your Future'. Clubs left the event more focused on developing their strategy and priorities for future development.

#### Northern Counties

- We have been working in partnership with Active Lancashire and Together an Active Future (TaAF) to help support the delivery of archery as part of the Active Madrassah initiative (linked to Project Rimaya).
- In February 2024, the Cumbria County Archery Association hosted a coaching workshop, bringing together a mix of skill levels – 11 coaches and 15 archers attended.

#### Southern Counties

- A new communication plan for the 2024 Southern Counties Archery Youth Tour to grow participation and awareness of the event has been put in place.
- An in-person Session Coach course supported by British Sign Language interpreters was held in Harrow during October-December 2023, with all sessions selling out.

#### Grand Western

- A new RDO for the region was recruited in October 2023.



## Archer recruitment

### Progress update October 2023 – March 2024

#### RED January

We partnered with RED January to bring archery to more people across the country. Staff supported the RED January Workplace Wellbeing Event, hosted by RED and Decathlon UK in London. RED January are also supporting Start Archery Week 2024.

#### Field and 3D

The impact of increased activity around field and 3D archery is reflected in the number of entries to competitions in 2024. Both the British 3D Championship and the British Field Championship quickly sold out, and a second course has been added for the British Field Championship to accommodate the high numbers.

Northern Counties Archery Association has been proactively creating opportunities for archers new to field and 3D to have a go. Southern Counties Archery Association have introduced an inter-county field archery competition with an increase in the number of counties taking part, and there is now the possibility of an inter-region championship.

#### Archery Activity Partners (AAPs)

The AAP programme is open to organisations that currently sit outside of our traditional club network but offer archery activities for their customers, members, or visitors.

In March 2024 we announced our AAP partnership with Cunard. Their new 3,000 guest ship, the Queen Anne, will be an official Archery GB activity centre, where guests will be able to learn the basics with in-person coaching, enjoying a social introduction to the sport.

As of 13 March 2024, we have 49 Archery Activity Partners, including:



CUNARD



## Priority areas moving forward

The RDO team are focused on delivering:

- Start Archery Week (4–12 May 2024)
- Aim for Paris campaign
- Participation projects including disability and Project Rimaya
- Supporting the organisation of coaching and instructor courses

#### Path to Paris

Get Set (the official youth engagement programme from Team GB and Paralympics GB) is on a mission to get children aged 5-11 and their families more active with their new virtual challenge – Path to Paris. Archery GB has set an archery challenge that families can attempt when they 'reach' Dakar in Senegal.

#### OnTarget review

The OnTarget review is designed to tackle issues that RDOs have previously raised around the lack of consistency in clubs about what makes a great club environment, how to build effective committees, support the running of the clubs, and overall sustainability.

The review will be tested across the summer of 2024 with selected clubs – rolling this out through the RDOs. These clubs will feed back on the process, structure, targets and timescales so we can ensure continuous improvement.

#### Arrows Archery

Arrows Archery was developed in 2012, and we are working in conjunction with YST School Games to update and redevelop the offer. This will include a refresh of the assets, including updating a list of suggested games, resources for teachers, madrassahs, care homes and after-school clubs.

## Case study – Bear Grylls Adventure

Bear Grylls Adventure at the NEC in Birmingham is known for its exciting activities, including high ropes, indoor skydiving, axe throwing and, of course, archery. And now it has joined our growing list of AAPs, who play a vital role in introducing people to archery, which is often their first experience of the sport.

Gayle Pink, Archery GB's Head of Participation, said, "We know that across the activity industry there are thousands of people trying archery every day within a community environment. Some people will progress to becoming Archery GB members, because of the positive engagement and enthusiasm that they have received from a qualified Archery GB Instructor, within one of these community sessions.

"We are absolutely thrilled to have such a high-profile organisation such as Bear Grylls join our AAP programme. Part of the criteria to become an AAP is that staff have up-to-date Archery GB qualifications (Instructor or Coach). As a first step, we worked with Bear Grylls to deliver an Archery GB Instructor Award for all staff. Jamila Bi, our Legacy Co-ordinator, delivered a bespoke course at Bear Grylls, focusing on inclusion and how to adapt activities to cater for young people and people with a variety of disabilities."

Natalie Mercer, Bear Grylls Adventure Marketing Manager, said, "Becoming an official Archery Activity Partner with Archery GB is really exciting for the whole team here at Bear Grylls Adventure. It's important to us that the experiences we deliver are as authentic and exciting as possible, and what's more exciting than being shown what to do by professionally trained instructors? It's really going to enhance the experience for guests and hopefully they'll leave feeling like they've really learnt a cool new skill."

***"It's important to us that the experiences we deliver are as authentic and exciting as possible, and what's more exciting than being shown what to do by professionally trained instructors?"***

X The Bear Grylls  
**ADVENTURE**





## Communications and Digital first



Changes within the Communications Team, with new appointments and evolving responsibilities, have enabled us to improve how we cover events, maximise commercial opportunities and support Sport Development, Safeguarding, Performance, and the delivery of our strategic objectives.

Our efforts focus on increasing awareness and engagement through a range of channels and campaigns, and we have made positive progress here. It is our commitment that the tone and style of our communications, and medium used, are up-to-date and relevant to how our audiences consume content, and within the sport landscape as a whole.

## Communications and Digital first

### Archery GB website

A new Archery GB website was launched at the end of September 2022. Comparing the first two weeks after launch with the same period the year before, there was an overall uplift in use;

Increase in users:

25%

Page views increased by:

58%

Organic search increased by:

5%

Direct traffic increased by:

65%

Social media referrals increased by:

38%

The website includes a course finder, competition finder, and resource centre to make it easier to find and book events and read key documents. A members' login area was created, with resources for welfare officers, judges, coaches, and other key roles. Changes were also made to our records finder, based on tournament organiser feedback.

Archery GB website	Total users	New visitors	Page views	Average engagement time	Clicks from Google	Impressions from Google
October '22	25,000	21,000	122,786	00:02:20	3,998	94,006
August '23	29,000	25,000	124,771	00:02:11	1,444	34,329

### Start Archery website

Accessibility to the Start Archery website was significantly improved. Users can adjust content at the click of a button to increase the text size, switch to a dyslexia-friendly font or a list of other accessibility options to make it easier to navigate.

Start Archery website	Total users	New visitors	Page views	Average engagement time	Clicks from Google	Impressions from Google
October '22	4,200	4,000	8,123	00:01:11	2,592	79,443
August '23	5,500	5,300	9,663	00:00:52	3,055	119,744

Calling all aspiring archers: Start Archery Week is back for 2024! Take aim and try archery for the first time

Start my Journey Learn about Archery Find a Club News Find an Experience

# Time to Start Archery

Start my journey Learn more



# Communications and Digital first

## Social media

- With a new social media strategy in place, the team has grown our followers and reach, based on audience insight and learning.
- Partnerships with the Muslim Sports Foundation and etrainu, our learning platform provider, were established, alongside collaboration with RED January, Project Rimaya partners and Scottish Archery, to help grow our reach.
- A new social media policy has been published to enable us to better protect our staff, volunteers and members online.
- Archery GB's TikTok launched, with a viral video achieving 6.1 million views and 7,500 new followers, making it our third biggest social media account.
- In October-December 2022, we had our first viral video on Instagram with 1.6 million views.
- We also delivered a new YouTube content strategy that resulted in a 48% increase in watch time, 28% increase in new subscribers and 24% increase in monetisation revenue.

Followers/ subscribers	2022 target	October 2022 actual	2023 target	August 2023 actual
Facebook	21,000	<b>21,909</b>	23,500	<b>23,868</b>
Twitter	17,000	16,120*	17,500	16,202*
Instagram	12,000	<b>12,010</b>	13,500	<b>14,256</b>
YouTube	5,500	<b>5,750</b>	6,250	<b>6,801</b>

\* Affected by loss of verification/changes to Twitter/X platform

## PR activity

- In September and October 2022, we secured over 30 pieces of coverage (including seven pieces of broadcast TV and radio).
- Athletes Phoebe Paterson Pine, Jessica Stretton and Ella Gibson were featured across pieces by the BBC and The Times, raising the profile of women in sport and para-archery.
- Between January and July 2023, we secured 96 pieces of coverage across all media valued at £182,061.72 (estimate based on advertising cost equivalent), reaching an audience of 19,537,466.

## Promotion

- Visually-impaired (VI) archery – to celebrate World Sight Day, we shared a video showing how a visually-impaired archer hits the target. This video has had 14.4K views on TikTok.
- Start Archery Week – we commissioned articles, created promotional assets, sent ezines and produced and issued press releases to help publicise the event.
- The Recognition Awards – we helped to promote the event's livestream, engaged in creating pre- and post-event coverage and produced a special awards booklet for guests.
- The Performance Archery Centre – we reported on the development of the Centre, provided updates on the building and helped document the athletes' first impressions of the facility. An official opening with media and guests is planned for April 2024.

## Education and virtual training

- We rolled out step-by-step guides, instructional videos and promoted training webinars for clubs on the new Club Management System (CMS) to move beginners' courses and have-a-goes onto an open data platform.
- We ran 31 webinars aimed at a range of stakeholders across the community.

## Communications and Digital first

### Events

The team covered 30+ home and 25+ international competitions (plus team announcements) to generate pre- and during-event interest, including:

- A full marketing campaign and microsite for the National Tour: The Final, successfully growing spectator attendance, selling over 89% more tickets than 2022 and 258% more unique live viewers (6,000 viewers with a combined watch time of 2,276 hours).
- Supporting the Yorkshire School Games where more than 300 children tried soft archery.
- Covering the BUCS Indoor Championships to shine a spotlight on student archery.
- Promotion and full communications support for the European Grand Prix for our own channels, for World Archery (WA) and World Archery Europe (WAE), including a 32-page brochure that generated advertising revenue.
- Media coverage, interviews, and video footage for the International Blind Sport Federation World Games for WAE.

### Magazine and ezines

A new magazine and members ezine strategy for 2023-24 has helped us to ensure time-sensitive news reaches members sooner via a new schedule of monthly ezines.

- Evergreen and practical content now takes centre stage in biannual editions of the magazine.
- At the end of June, we published our first magazine of the year, spanning 100 pages – the largest edition since winter 2021.
- We refreshed the look of our ezines, branding them to different audience groups and matching the look of the website.
- We introduced giveaways to each member's ezine in 2023 to increase engagement by 20%.
- We maintained an average ezine open rate of over 50% (industry average is 23%-28%).
- Work is ongoing to increase the number of ezine subscribers to reach our target of 85% of the Archery GB adult membership database – this currently stands at 63% following improvements to the quality of the data held.

### Club Management System

The new CMS allows session availability to be shared online in activity finders using open data. We hope to see more events and wider adoption of the CMS in 2024, as the system becomes more familiar to users.





## Communications and Digital first

### Progress update October 2023 – March 2024

- Penny Healey was shortlisted in the final three for Young Sportswoman of the Year.
- Penny Healey and Phoebe Paterson Pine were shortlisted in their respective categories in the Sunday Times Sportswoman of the Year awards: Young Sportswoman and Disability Sportswoman.
- We welcomed Nickelodeon to Lilleshall to film a special show on Paralympic sport. Archery GB worked with assistive devices charity REMAP to create a bow stand that allows a young girl without any limbs to shoot a bow. We will now work with Paramount's PR department to promote the show and the bow stand, which will be used by clubs to support anyone with a similar disability.
- We also started the year by promoting our partnership with RED January, which aims to encourage people to keep active every day throughout January. RED January collaborated with us to promote archery to their REDers while we used the month to share people's stories around how archery has benefited their mental health.
- We made our debut appearance at the National Running Show to promote both archery in general and Run Archery. The event proved a fantastic opportunity to both promote the sport and build potential commercial partnerships and sponsors.



### Priority areas moving forward

- Launching *Aim for Paris*, our activity and communications plan to grow the sport during a Games year. To leverage the increased interest in archery seen in previous Games years, we will be adding a Paris 'hub' to the Archery GB website to help grow our fanbase and member conversion rate.
- Supporting Team GB and ParalympicsGB with media interviews, team announcements and coverage of archery at Paris 2024.
- Production of a digital guide to the Paris 2024 Games for media to make it easier for journalists to cover our sport and raise the profile of our athletes.
- Working with Sport Development to revamp their coaching and instructor content.
- Producing British Sign Language for Archery video resources and a new etrainu course on Learning Curve.
- An Archery GB shop is launching in 2024 where members and the public can purchase supporter merchandise.
- A change to the Start Archery website, moving it from just a way to find out about archery, to focusing on carefully curated resources for new archers who have been in the sport for one year or less.
- Working with Sport:80 to make using the Members' Portal to host tournaments, manage entries and obtain payments cheaper and easier.
- A schedule of more than 70 ezines set to go out to various audiences during the current calendar year.
- Refreshing and relaunching old competition prospectuses as entry guides with an improved layout, inclusive communications and branding.

## Pathway and podium



Significant strides have been made within the World Class Programmes towards Paris Olympic and Paralympic qualification, despite changes in qualification processes. Cultivating a positive performance-focused environment remained a central focus, with investments in athlete and staff wellbeing, exemplified by the introduction of the 'Redefine' performance brand and Culture Engagement Days.

Looking ahead, priority areas include LA 2028 planning, finalising Paris qualification opportunities, and further developing the Pathway to support future success.





# Pathway and podium

## World Class Programmes (WCP)

### Paris qualification

As of March 2024, we have achieved the following quota spots for Paris:

#### Olympics – 1 x Recurve Women

- The Olympic qualification process changed for this cycle, spreading the number of quota spots available across more competitions.
- In the Tokyo cycle, the top eight teams at the 2019 World Championships won team spots, whereas only the top three teams at the 2023 World Championships won spots.
- With a greater proportion of team spots being available through World Ranking this cycle, this has required a greater commitment to international events in the last two years of the cycle.
- We have three remaining opportunities to qualify at the European Championships, Final Qualification Tournament and through World Ranking. The qualification picture for the Olympics will be complete in late June 2024.

#### Paralympics – 2 x Compound Women, 1 x Compound Men, 1 x W1 Women

- The qualification process for the Paralympics has concluded. The number of spots we have qualified is lower for Paris than we were planning for, in part due to unexpected mid-cycle retirements, and the reclassification of athletes.

## Culture development

- A key area of development in both the WCP and Pathway has been focusing on how we develop athlete and staff wellbeing to deliver a positive performance focused environment.
- Within the WCP we have increased our investment into the wellbeing team, with additional capacity in Performance Lifestyle being made available to athletes.
- We also introduced 'Redefine' as our performance brand as a means by which we are looking to develop the performance environment.
- In January 2024 we undertook a series of Culture Engagement Days with UK Sport, and a representative from the Performance Advisory Group (PAG) spent time within the WCP environment, talking to athletes and staff and identifying key observable themes and making recommendations on how we can continue to develop a positive performance environment.



## Case study – Data validation

### Using insight to inform archery performance planning

In 2022, athletes and coaches questioned the validity of score data in our selection policy, something inherited from the previous Olympic programme leadership. The performance standards seemed rigid and not necessarily aligned with the progression of the sport. We needed a solution to identify true performance indicators for world-class archers.

The previous selection policy relied on measures that did not always account for the unpredictable nature of our sport – in archery it is possible to shoot a perfect score and still not get a medal because you faced the best archer in the early rounds and got knocked out. Trust in our decision-making eroded, and it was clear that something had to change.

With the help of one of the WCP athletes, Tom Hall, we were able to identify where the previous method was flawed and develop new coding to enable us to scrape the correct data that was required. We worked in partnership with the UK Sports Institute Performance Data Team who were able to create new insight that informed the development of our selection policy. They didn't just crunch data; they deciphered it and presented it in plain English, making it accessible to everyone involved, from athletes to support staff.

The project wasn't without challenges – sports data can provide probabilities but can't predict outcomes with absolute certainty. We realised that we needed flexibility in our approach, and so we shifted our terminology from 'Performance Standards' to 'Performance Indicators'. This change allowed for interpretation and incorporated the nuance of performance knowledge alongside the data.

The new selection process combined medal outcomes with performance indicators, offering a comprehensive view of an athlete's performance level and potential.





# Pathway and podium

## Pathway

### Athlete development framework

We have developed a new athlete development framework and continue to refine it:

- This framework allows us to effectively communicate a shared understanding and vision for talent development throughout the Pathway, including at the early stages (Performance Clubs).
- It encompasses objective score metrics as well as technical, physical, equipment and athlete intelligence skills and behaviours.
- It is expected that an overall review for alignment with the World Class Programmes will follow, including the formalising of mental and physiological profiles.

### Para Pathway

Development of a new Para Pathway started with the launch of a Para-specific National Talent Development Programme (NTDP) in November 2022, mirroring the successful model on the Olympic Pathway. The programme offers specialised coaching and other support services, including opportunities for classification:

- The Para NTDP is an open programme for anyone who considers themselves to have a physical disability (excluding VI athletes).
- Registration for the pilot Para NTDP was in such high demand that we arranged another series of dates to accommodate a second cohort.
- During the project, we joined forces with a World Archery global development programme to welcome four coaches from Africa and their mentors.

In March 2023, we established a Para Academy led by experienced coaches from within the Para World Class Programme. 10 athletes attended training camps and were supported with individualised sports science and medicine services through the Talented Athlete Scholarship Scheme. Four Pathway athletes were invited to form the Paralympic WCP-led Women's Recurve Project, and Para Pathway coaches delivered coaching to these athletes with potential to track towards representation in Paris.

### Performance Clubs

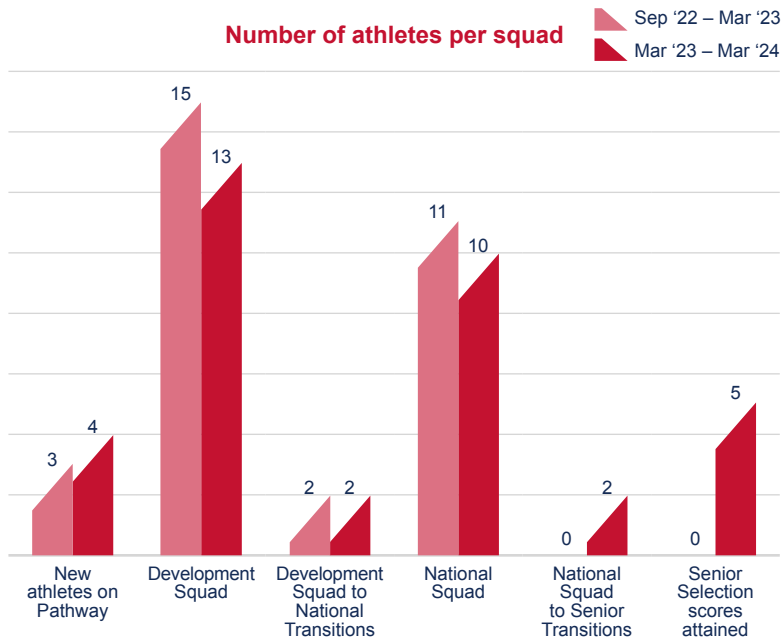
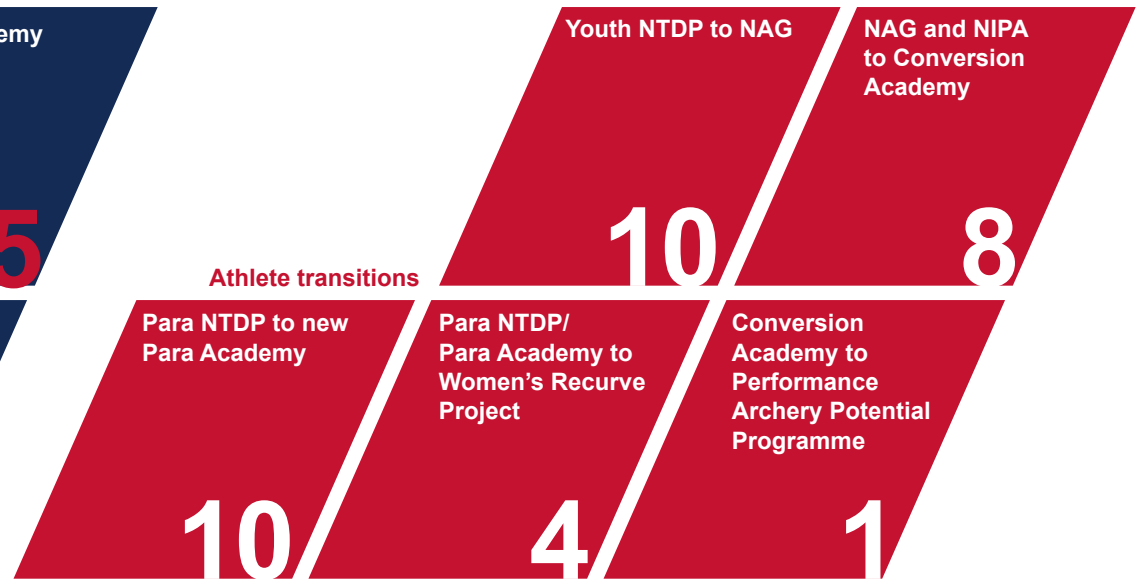
Following an extensive consultation with coaches at Performance Clubs, we consolidated a series of strategic aims and actions for this crucial early stage of the Pathway. The primary focus has been on providing coach development support in technical and physical development areas. This has been carried out through in-person visits from high-level coaches and specialist practitioners from the Pathway.

### Compound Senior Pathway achievements

- The compound women's team became the world number one ranked team in May 2023.
- Ella Gibson shot the women's world record for the 50m Qualification round at the European Games representing Team GB, where she also won the silver medal.
- Our women's compound team are currently the European Champions, both indoors and outdoors.
- Ella Gibson remained world ranked number one throughout 2023.



# Pathway and podium



## Compound Youth Pathway

Since September 2022, a crucial facet we have endeavoured to develop has been personal responsibility. This skill encapsulates the expectation of squad members that they choose to be athletes both on the field and off it, that they make decisions based on what they truly feel is best for their performance and that they recognise when they have made good or poor decisions.

In the 2022-23 season we provided numerous workshops to arm athletes with the knowledge they would need to make better decisions, such as strength and conditioning sessions, workshops on nutrition and hydration, time management and goal setting tasks, as well as athlete mental health talks.

By encouraging self-reflection through briefs, debriefs and reflective tasks, the program has seen a growth in accountability and preparedness. Athletes are generally more prepared, and better understand what they should be doing to be their best selves. This isn't universal and there are occasions where poor decisions are still made, but these moments are noticed, accepted and learnt from more often than ever before.



## Pathway and podium

### Priority areas moving forward

- LA 2028 planning – finalising LA Performance Strategy, UK Sport and Sport England submission and planning; securing continued investment into the Olympic, Paralympic and Pathway programmes for the LA cycle.
- Paris qualification – maximising the remaining quota opportunities for the Olympic Games.
- Paris planning and performance – finalising our planning to enable delivery of credible performances against our performance ambitions in Paris.
- Pathway development – completing the review; developing an implementation plan for recommendations within the context of our LA / Brisbane ambitions.
- Senior Compound Team – priority event for 2024 is the European Championships, where there is an opportunity to win spaces for the World Games in 2024.



## Case study – Pathway wellbeing

### The True Athlete Project and the Olympic Pathway

In October 2022, we started our first year of activity with the True Athlete Project (TAP) as part of the 'Wellbeing Partnership' that has brought together four sporting national governing bodies (Archery GB, Boccia England, England Handball, and GoalballUK) to create a pioneering 'whole-person, socially-conscious' approach to athlete development.

The Sport England funded partnership works to deliver innovative mindfulness-based training techniques that engage sport as a powerful tool for self-mastery and increased overall awareness. It aims to demonstrate the power of sharing and learning across sports and how, in practice, we can build caring, inclusive environments that promote athlete welfare and wellbeing, and keep athletes loving their sport.

Specialist practitioners from TAP attended training camps and helped us to embed mindfulness practices within the training day, as well as informing camp planning, including an introduction to mindfulness, integrating mindfulness into training environments, self-regulation, wellbeing, and mental health conversations.

Six athletes have taken part in the Global Mentoring Project, which partners a talented young sports person with an experienced elite athlete. The mindfulness classes within the programme were highly praised for helping athletes become attuned to their bodies and enhance their overall performance. The success of the programme is demonstrated by the request of several athletes to extend their mentoring for a second year.

In January 2024, 15 athletes and their coaches from the Conversion Academy took part in a cross-sport camp with athletes and coaches from Boccia England, England Handball, and GoalballUK, as well as the TAP team. The objective for the weekend was to bring together diverse individuals, teach holistic mental/emotional skills development, personal growth, teamwork, cross-sport sharing, all within an inclusive and supportive environment. As well as sport-specific training, athletes had the opportunity to try other sports and consider the transferable skills they could learn from each one.

Feedback from athletes and coaches was extremely positive. There was a focus on how much they had learned from athletes from other sports and their understanding of the diverse challenges different people can face.

***“The programme has provided me with so much and I have really enjoyed my year with TAP. The thoughts and takeaways that I get from the programme will stay with me as I grow as an athlete across my whole career.”***





## Safeguarding



We are responsible for overseeing guidance and regulations that help keep everyone safe in our sport.

There have been significant developments in the national landscape of safeguarding in sport, emphasising the importance for national governing bodies to have effective governance and oversight of safeguarding, to place participants' welfare at the centre of their sport.

Safeguarding is a critical component of all planning and delivery functions at Archery GB.



# Safeguarding

## Progress in 2022-23

- Archery GB has revised its Safeguarding and Disciplinary Policies and Procedures. This has strengthened the governance overview to make sure everyone can enjoy a positive experience and to meet its vision 'to enrich lives through archery'.
- We revised both the Online and Social Media Policy and the Code of Conduct, which now outlines the behaviour expected from all participants.
- Archery GB has continued to build stronger relationships, to reinforce the importance of safeguarding and welfare, across the home nations, regions, counties and clubs.
- All Welfare Officers are required to complete specialist training developed by NSPCC's Child Protection in Sport Unit (CPSU), Sports Scotland and Sport NI, as we strongly believe that training and development in this area is crucial to safeguarding all our participants.
- With the introduction of the Regional Development Officers we have been able to increase first-hand communication with all clubs/counties and regions on all safeguarding matters.
- Archery GB signed up to Sport Resolution/Sport Integrity to engage Independent Case Investigators/Case Presenters for serious safeguarding/misconduct cases.
- We continued to work with the Globocol case management system and have supported the Case Management Panel (CMP) with safeguarding/conduct cases.
- The Safeguarding Team monitor enhanced vetting checks to ensure compliance with the DBS Regulated Activity criteria and with Archery GB Safeguarding Policies.
- We have strengthened the safeguarding team and CMP with new members bringing additional experience.

## Lower-level Concerns Policy

- A new Lower-Level Concerns Policy was introduced to clubs, counties, and regions in June 2023. Created with the assistance of the CMP, clubs are now asked to record lower-level concerns.
- Four webinars to assist in the introduction of the policy were delivered in September 2023 and further feedback has been gathered to develop this policy at the next CMP Development Day in May 2024.

## Archery GB Case Management Panel

- A review of the role and responsibilities of the CMP was carried out to extend its remit from case management of safeguarding cases to oversight of safeguarding and misconduct cases.
- A new chair was appointed with legal/Local Authority Designated Officer background, ensuring that the CMP's advisory and scrutiny functions are carried out effectively. An external safeguarding advisor was also recruited, who also acts in the capacity of the Deputy CMP Chair. Both additions to the CMP have provided further insight, learning from outcomes, areas for development for the CMP, the Board, and the Safeguarding Team.
- We have developed Standard Proformas to strengthen consistent decision-making.





## Safeguarding

### Progress update October 2023 – March 2024

#### CPSU Annual Assessment

The Archery GB CPSU annual assessment took place in January 2024 and was rated 'MET', the highest of the three possible ratings. CPSU provided a summary of the meeting, commenting: "The commitment and enthusiasm the team have for safeguarding was demonstrated through the paperwork and within the meeting. The team have worked incredibly hard to review and implement new policies and practices over the past year, all of which should support keeping children safe."

#### Development Workshop – CMP/Safeguarding Team

In November 2023, the CMP held a development day facilitated by the CMP Chair, with contributions from the Safeguarding Team, the Director of Finance, Business Operations and Governance. It included a workshop session on national criteria for lower-level concerns, and introductions to investigations, to ensure that the CMP identify steps in a case that do not undermine or delay future progress of an investigation either carried out by the police/social care or during an internal investigation. Outcomes included:

- The Board approving the amended CMP Terms of Reference. This reflects its expanded function to provide a source of independent advice and expertise on safeguarding and misconduct to the Archery GB Board.
- Gap analysis for both the CMP and the Safeguarding Team.
- Recommendation of recruiting two new CMP members: recruitment of more members for the Disciplinary Panel Hearing and Case Presenters.
- Adding a CMP section to the website to include photographs and short biography for each panel member.

## Priority areas moving forward

- Archery GB will contribute to an education and training programme to increase members' confidence in identifying and addressing safeguarding and misconduct issues before they escalate. Webinars, steering groups and resources are being developed to roll this out, supported by the CPSU and Sport England's Sport Welfare Officers.
- Work has commenced on an action plan following the Board's Strategic Safeguarding training in September 2023. The themes within the plan are Inductions, Awareness, Communications and Young Voices.
- The Operating plan for 2024-25 includes, but is not limited to, the following key areas:
  - Continue to promote trust and confidence in Archery GB and strengthen the relationship with home nations, regions, counties, and clubs
  - Require all affiliated clubs (at whatever level) to abide by the minimum Archery GB operating standards
  - Relaunch role profiles for club committee members
  - Reframe the roles and expectations of coaches, instructors and experienced archers
  - Clarify relationships between Archery GB and individual members
  - Ensure that all policies and procedures align
  - Support the CMP with their specific objectives



## Governance



The Archery GB Board is responsible for setting the strategy and overseeing the Executive who deliver that strategy. The Board continues to meet at least four times per year, as does the Audit and Risk Committee, and the Nominations and Remuneration Committee. Appointment to the Board is made through a robust process of open advertisement to members for elected directors and externally for appointed directors, and shortlisting is completed by the Nominations and Remuneration Committee. Directors are selected against the skills need of the Board.

As part of their induction, new Directors are provided with a comprehensive Director's Handbook, the Articles of Association and the Code for Sports Governance. The induction is undertaken by the Chair of the Board, the Chief Executive and other senior staff as appropriate.

The Board recognises that good governance is critical to the ongoing success and sustainability of archery, and is fully committed to maintain Tier Three Compliance – the top level of mandatory governance requirements as set out by Sport England and UK Sport in the Code for Sports Governance. The Code for Sports Governance sets out the levels of transparency, diversity and inclusion, accountability and integrity that are required from all sport organisations in receipt of public funding from UK Sport and Sport England.

Archery GB aligns with the Code for Sports Governance and promotes 'enriching lives through Archery' throughout the organisation.



# Financial review 2023

## Financial Year 1 October 2022 – 31 September 2023

The Board had planned for a deficit budget in the financial year to drive growth, invest in our members and volunteers, and embrace digital technology. The £175k deficit position at the year-end was funded by a healthy retained reserves position carried over from last year of £809k.

### Income

Income for the year before interest receivable and dividends was £4.48m compared to the previous year of £4.06m, an increase of £421k (10.3%). The variance was mainly due to the increase in membership and related activities of £179k, as we saw membership numbers and competition entries start to recover to pre-pandemic levels.

Grant income is released in line with costs incurred during the year and therefore does not impact the net deficit position reported in the statutory accounts.

We have seen an increase in the level of UK Sport grant income release of £130.5k, an increase of £90.3k of Sport England grant income released and an increase in other grant income of £21k.

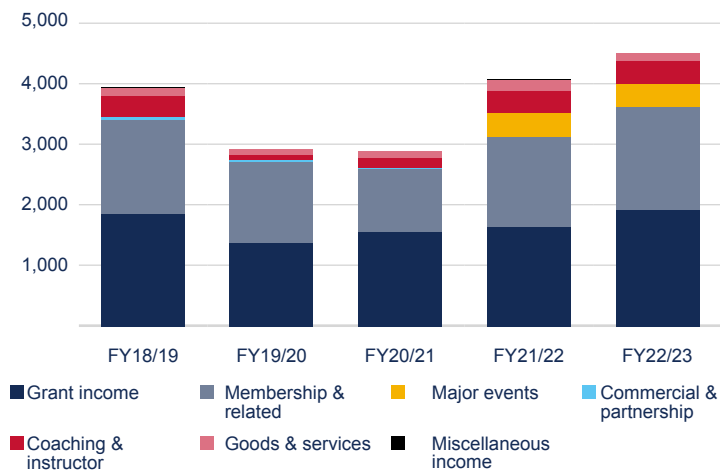
### Expenditure

Total expenditure for the year was £4.67m, an increase of £720.1k (18.2%) compared to the previous year (£3.95m). This has been impacted by double-digit inflation, increased cost of living and energy prices.

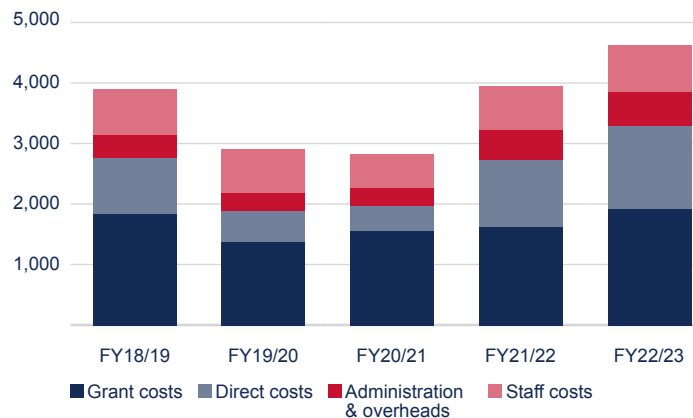
Direct costs increased by £511.7k (18%), due to the increase in membership and competitions activities generating additional costs of £203.7k compared to the previous year, and increases in the Insurance product costs of £31k. We also saw increases in the Elite Athlete programme delivery costs of £186.7k in a pre-games year, as athletes gain important competition experience (funded by UK Sport), and an increase of £51.5k of grassroots sports development delivery costs (funded by Sport England), reflecting the additional activity and competition attendance within our Talent Pathway, and investment in our regional staffing structure.

Administrative expenses increased by £208.5k (18.5%) compared to the previous year. Staff costs, including HR and recruitment, have increased by £97.8k (18.9%) due to investing into new roles and a new HR management system. Legal and professional fees have increased by £25.5k (52.2%) due to a full year's costs for outsourcing financial processing, along with some additional support around governance. Irrecoverable VAT is £44k (43%) higher due to the increased level of costs.

Income (£'000)



Expenditure (£'000)



# Financial review 2023

## Balance sheet

We have maintained a healthy cash position of £1.62m although lower than in the previous year (£1.78m) due to the timing of grant receipts.

Debtors have increased by £59.6k (24.3%) of which £45.9k represents an increase in the prepayment of future expenditure paid in the current year and an accrued income provision for sales relating to the current financial year invoiced after the year-end. Trade debtors have increased by £30.7k (29%) and other debtors has reduced by £17.2k (49%).

Creditors have increased by £73.4k (5.6%) mainly due to the increase in deferred income relating to membership affiliation fees for the 2023/24 membership year received in the current year. The reduction in trade creditors is offset by the accruals and deferred income large increase and represents costs that have been provided for, but the invoices have not yet processed and/or received.

The retained reserves position of £633.6k has reduced by £175.4k compared to the previous year (£809k), and represents a reinvestment of retained reserves to deliver against our strategic ambitions. The retained reserves position is still within the minimum and maximum levels required by our current reserves policy.

The Board strives to maintain an appropriate balance between investing in recovery and growth versus retaining financial reserves to protect against unforeseen events. The Board is confident that this is at an appropriate level.

	FY21/22 £	FY22/23 £
Fixed Assets	103,215	81,682
Current Assets	2,026,591	1,946,081
Creditors <1 Year	(1,320,756)	(1,394,148)
<b>Net Current Assets</b>	<b>705,835</b>	<b>551,933</b>
<b>Net Assets</b>	<b>809,050</b>	<b>633,615</b>
<b>Retained Reserves</b>	<b>809,050</b>	<b>633,615</b>

## Reserves (£)







Lilleshall National Sports Centre  
Newport  
Shropshire  
TF10 9AT

[archerygb.org](http://archerygb.org)  
[startarchery.co.uk](http://startarchery.co.uk)

Photography contributed by World Archery

