



Enriching Lives
Through Archery

STRATEGIC PLAN

2021-2026

www.archerygb.org



ENRICHING LIVES THROUGH ARCHERY



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archery^{GB}

**ENRICHING
LIVES
THROUGH
ARCHERY**

WELCOME



Archery GB Chair
Mark Briegal

We are Archery GB, the National Governing Body for archery in the UK

Welcome to our new strategy, which will guide us through the next five years as we strive to make archery more enjoyable, more available and more inclusive for anyone who wants to get involved at any level.

We want anyone who is involved in our sport to feel better about themselves, whether from new skills, new challenges, new experiences, new achievements, new friendships or a combination of them all. It doesn't matter if you are picking up a bow for the first time or competing at the Olympics or Paralympics, if you're helping run your local club or supporting your children in their archery journey – we want archery to have a positive impact on your life.

Our role at AGB is to facilitate safe and effective participation for current archers at all levels and to develop the accessibility of archery to anyone who wants to get involved. Archery is an inclusive sport; we encourage participation in whatever form by those of every age, gender, race and ability.

The unprecedented events of the past year have strengthened our resolve to achieve this, but it will not happen overnight. Changing perceptions of the sport – removing perceived barriers that may be misguidedly associated with archery – is key to success. In order to do this, we have taken a good look at ourselves. As the National Governing Body, change starts with us and in recent years we have taken steps to reshape how we run our organisation, working on building a more diverse sport from our clubs and workforce right up to the board of directors.

We have increased our efforts to introduce archery to more people, regardless of where they live or what their background may be. Above all, we aim to be more transparent in our principles and practices.

For archery to survive and thrive in the United Kingdom, we want membership of archery clubs to reflect that of our society.

We will continue to encourage archery in schools, and to ignite a lifelong passion for the sport in young minds. We strive to improve how we help all archers to progress and develop in the sport, with a focus on coaching and identifying new talent.

Advancements in technology have given us new ways of reaching members. We have engaged with our members throughout the pandemic, notably through our social media channels with mobility and fitness videos led by elite athletes, and our training webinars designed to keep the knowledge and skills of the archery community up to date.

Our six new Strategic Ambitions aim to rebuild, reimagine and re-present archery in the next five years

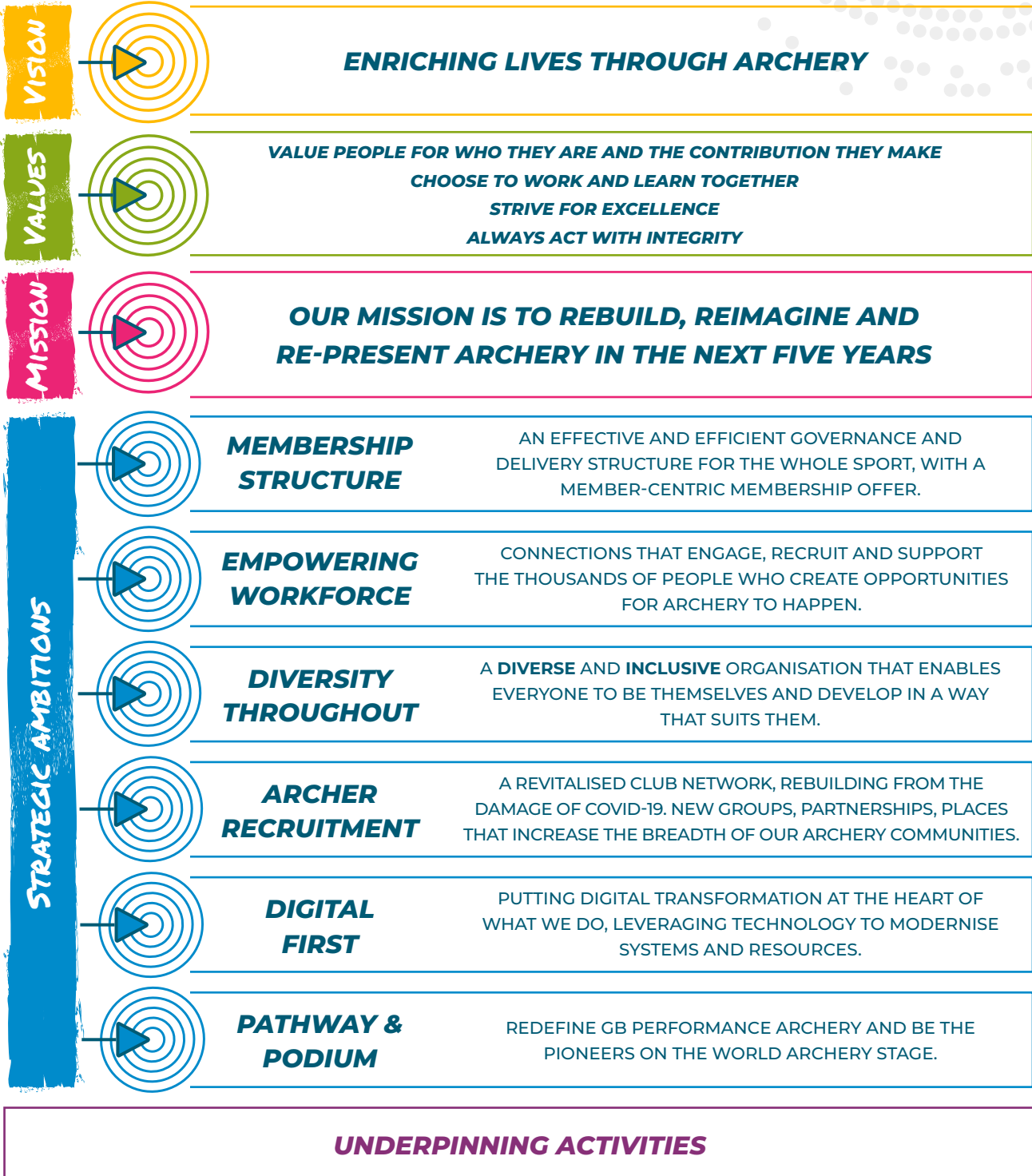
Despite the rigours of 2020/21, which has seen the Tokyo Games postponed along with the majority of international and domestic archery events, Archery GB has worked tirelessly alongside loyal volunteers and partners to keep our sport going as much as possible.

The arrival of the Covid-19 vaccine means we can at last look forward with more certainty to achieving our vision of enriching lives through archery.



**OUR VISION IS
SIMPLE: ENRICHING
LIVES THROUGH
ARCHERY.**

OUR APPROACH



OUR FIVE-YEAR VISION

SPORT AND PHYSICAL ACTIVITY IN THE UK

Archery GB is part of a wider collective striving to continually develop sporting opportunities and achievement.

While our strategy is independent of other organisations, we share a common outlook and alignment with UK Sport's and Sport England's strategic visions.

“Everyone who experiences archery is better off as a result, physically, mentally, socially and economically – we want to live up to our vision of enriching lives through archery”

- Neil Armitage, CEO



STRUCTURE AND MEMBERSHIP REVIEW

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

Expectations and habits in sport and physical activity, and society, have rapidly changed in recent years and new trends continue to emerge. The way that a member interacts with archery is very different to that of 20 or 30, or even five years ago.

This strategic ambition will review the structures within the sport across the country to identify and implement improvements.

Our aim is to ensure that the structure provides the best opportunity to engage with our audience. It will also optimise our ability to grow membership and participation and provide additional services – both inside and outside of the traditional structures.

The ultimate objective is to encourage a strong sense of ownership and engagement by members – current and future – and to enhance Archery GB's ability to deliver what our members need in respect of their participation and enjoyment of the sport.

Challenges

- ▶ Increasingly, members are asking what they receive from each level in the sport. There is a need to have a simple structure and clear understanding of the responsibilities for each level.
- ▶ Inconsistency in the delivery of archery activities across the UK.
- ▶ In recent years, membership numbers grew to a high of 45,000 members, and with an eye on the future, the sport could be capable of even further growth.
- ▶ A new structure will provide Archery GB's services in better ways to members, both archers and volunteers, and the whole archery community.

Opportunities

- ▶ Gather as much information as possible about the current strengths and challenges facing the sport. The scope of this work will focus primarily on the structures that support this, such as counties and regions/home countries.
- ▶ To ensure that all views are heard and considered in a fair and open-minded manner.
- ▶ Seek to commission an independent adviser to support us through a detailed consultation.
- ▶ Create a membership model for the future and a simple, more streamlined approach.

We will:

- ▶ Review the structure of archery and determining the future needs of the sport from our current position of 'Archer – Club – County – Region/ Home Country – Archery GB'



- ▶ Investigate the move towards a member-centric, value-based offer.

This is what success will look like	Strategic KPIs
More partners and places will be delivering entry-level sessions to new participants who want help with the basics.	KPI 1 – A new participation and governance structure launched in October 2022.
There will be a similar number of clubs but more will have begun to develop a plan for their future. Clubs will better understand their members and begin to attract new members who perhaps want different things to today's members.	KPI 2 - Rebuild and increase affiliations annually by 5% (to include members, instructors and non-member affiliations).
All will be working to encourage regular archery sessions, connections to clubs and events, and membership.	KPI 3 – Maintain members' satisfaction with Archery GB at 70% or above.

ENRICHING LIVES

Around three quarters of former members we surveyed said they would be interested in returning to archery. Range Returners is a campaign aimed at people who left archery in the last five years who are ready to come back.

We're providing funded places for clubs on our Empowering Archery course to support returners to achieve their aims. Returners will be insured for up to six refresher sessions with clubs encouraged to pair them with another club member to support them back into the sport.



EMPOWERING WORKFORCE

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

The provision of archery activity across the country is reliant on a variety of roles being fulfilled. The people fulfilling these roles ensure opportunities 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 series final.

We know from research that ‘empowered’ people are more likely to remain in their roles and retain participants in archery. Empowerment means giving people a high sense of autonomy, belonging and competence. To achieve this, how we relate to and support our workforce needs to be thoughtfully considered at all stages.

Opportunities

- ▶ In July 2020, 600 survey respondents want to take on a volunteer role.
- ▶ From gathered insight, to increase our understanding of our workforce and identify how they wish to be supported in the future. This insight will help inform how our programmes can be improved. For example, by conducting a skills gaps analysis, review of development pathways and succession planning.
- ▶ Use of technology in everyday communication and learning has been normalised by Covid-19. This presents a clear opportunity to connect with a wide audience remotely.

Challenges

- ▶ We risk losing important people who deliver key services that attract and keep people in archery.
- ▶ Some opportunities require better promotion and members need more support to join the volunteer workforce
- ▶ To attract archers’ representative of the population, we need to ensure our workforce programmes are inclusive for people from ethnically-diverse communities and/or disabled, as well as women and young people.
- ▶ Investment into training and ongoing support to meet the standards that modern communities expect.

We will:

Deliver programmes to attract, train and provide ongoing support to those delivering the sport.

- ▶ Club volunteer
- ▶ Coach and Coach Developer
- ▶ Instructor
- ▶ Tournament Organiser
- ▶ Judge

Our aim is to have an ‘empowered workforce’ that delivers enriching archery opportunities, which continue to retain and recruit new members.

ENRICHING LIVES

At the height of lockdown, Archery GB delivered weekly webinars for coaches that attracted 110-130 people per webinar and in total provided 16 hours of live professional development. The webinars were recorded and have subsequently been viewed 1,152 times in the intervening four-week period since the series ended.



This is what success will look like	Strategic KPIs
An engaged and 'empowering workforce', delivering enriching archery opportunities across the sport.	KPI 4 – Access to enriching opportunities – competition and coaching
There will be specific, regular and varied opportunities for our workforce to connect and undertake training/development opportunities.	KPI 5 – Satisfaction/quality of experience with experiences provided by the workforce and officials
A highly motivated and rewarded staff who all subscribe to AGB values – see KPI 16.	

Work will focus on four main areas:

- ▶ Participation
- ▶ Training
- ▶ Competition
- ▶ Classification

ENRICHING LIVES

A new programme funded by the Worshipful Company of Fletchers will rebuild disability archery and boost inclusivity following the impact of Covid-19.

The project, which will continue until 2024, will ensure the pathway from club to international events is clear, robust and above all diverse.



DIVERSITY THROUGHOUT

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

Archery can be enjoyed by many, regardless of age, gender, ethnicity or disability. Whether indoors or out, competitively or socially, archery enriches people's lives by promoting an active lifestyle: burning calories, improving strength, mental focus, coordination, patience, social connection, self-confidence, as well as putting them in a better state of mind.

However, currently, these benefits are not accessible to everyone; many people from marginalised communities are missing out. We know the impact archery has on people's lives, but we need to do more to ensure these benefits are available to a wider audience.

Despite the accessible nature of archery, our current membership does not mirror the general population or reflect the number of people exposed to archery outside our current membership offer.

Opportunities

- ▶ Our reputation depends on our values and how well we demonstrate these in our actions and investments.
- ▶ Exposing the sport to more people will help the archery network grow and invite innovation required to attract new participants.
- ▶ Archery has a cultural significance in Islam, and we can build on the great work started through Project Rimaya, a SportsAid-funded initiative targeting Muslim girls and their families. We have also made connections with the Muslim Council of Britain, to see how we can work together and help build on the success of Project Rimaya.
- ▶ Archery as a sport is much less prevalent in cities for many reasons, including lack of space, access to facilities, equipment, and lack of awareness of the sport. We can overcome these obstacles with innovation, such as a pop-up, community format, which can be set up quickly and safely in a more crowded environment. A partnership with Street Games and funding from the Archery Foundation will enable us to develop urban archery in inner city areas of high deprivation.



- ▶ We have a successful Paralympic programme and a specific membership category for archers with a disability. Although our membership statistics indicate that only 5% of our total membership have a disability, we have a lot of interest in archery from disabled people and we can do more to support their introduction and progression in the sport.

Challenges

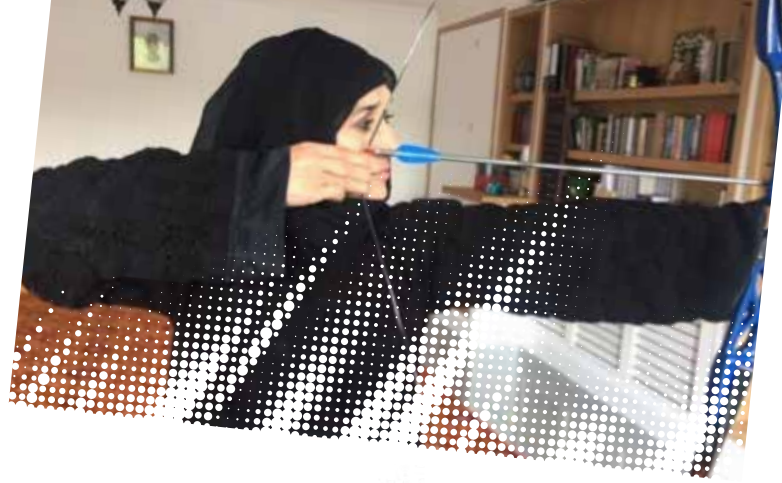
- ▶ We need to understand the different journey's people take / could take into archery. At each step of the journey, we must seek to break perceived and real barriers commonly experienced by people from marginalised communities.
- ▶ Listening, focused insight and consultation specific to archery will help us understand what barriers exist at each step of the way and gather ideas for change. This will help us discover new solutions to offer the right information, support and opportunities.

DIVERSITY THROUGHOUT

- ▶ Our current workforce lacks diversity and does not reflect the UK population. To actively seek to ensure our workforce reflects the wider communities we aim to serve, will help us better understand their needs and priorities.
- ▶ To enable people to progress within the sport, we will need community programmes to have opportunities to transition into a club or competition structures.

We will:

- ▶ Identify how we can change our culture and preparedness to address systemic issues to increase the diversity of our organisation. This will take time.
- ▶ Identify partners to strengthen our voice, learning and shared resources.
- ▶ Gather evidence to understand different people's journey, experiences and what they want from archery. Identify what is needed to support different demographics, as well as additional data capture.
- ▶ Use the insight gathered to decide on the solutions and design appropriate opportunities, thinking about people, places, and formats.
- ▶ Identify measurable participant journey with better analytics connected to traditional KPIs.
- ▶ Identify staff allocation and funding opportunities.
- ▶ We aim for diversity to be expressed throughout archery. Ways in which we can demonstrate success include representation in leadership roles, our workforce, membership and rating of the participant journeys and experiences by the end users. We aim to develop new formats and places to do archery, delivered by a diverse workforce.



ENRICHING LIVES

Archery has cultural significance within the Islamic community, with archery being part of Muslim heritage for over a thousand years. Project Rimaya has been piloted in selected schools across the West Midlands and is now looking to expand into new venues and parts of the country.

Sharifa Adam, Archery GB Community Ambassador in Huddersfield, believes archery is an art form that unites people and promotes mental wellbeing. Now qualified as an archery instructor, Sharifa has witnessed those that she has trained spreading the word about the benefits of archery - an activity that she has found both fun and empowering.

"Archery helps with my awareness and the way I think and deal with success and failure", says Sharifa, "it trains me to use my thoughts, emotions and experiences in my favour." Archery GB is planning to recapture the momentum of Project Rimaya post pandemic and use the example of role models such as Sharifa to encourage other Muslim women and girls to have a go and experience archery for themselves.

This is what success will look like	Strategic KPIs
Archery GB will be a more diverse and inclusive organisation, including Board and staff representation, our workforce and environments where archery takes place.	KPI 6 – Comply with diversity requirements for the Code of Governance for Sport
More people will be engaged in archery more often and the sport will feel more accessible than ever before.	KPI 7 – Completion of insight to determine future target demographics by September 2021
We will understand what is needed to support different demographics, removing barriers and ensuring everyone's journey into and through the sport is a quality experience.	



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**WE AIM FOR
DIVERSITY TO
BE EXPRESSED
THROUGHOUT
ARCHERY.**

ARCHER RECRUITMENT

“A revitalised club network, rebuilding from the damage of COVID-19. New groups, partnerships, places that increase the breadth of our archery communities.”

Membership of Archery GB has steadily increased however in recent years this increase has flattened out. A healthy and diverse club network is vital for the continued growth of archery.

During the Covid-19 pandemic, archery clubs have had a very mixed experience. After initially reopening some are flourishing, others are struggling to reopen or to find volunteers to support the club’s ongoing development.

For many years the club network has been very static and growth in new clubs is only from within. There is a network of archery that happens regardless of Archery GB – in some cases we do not know whether they choose not to affiliate or are not aware of us (as we are not fully aware of them!).

There is need to replenish, repair and refresh the club network after Covid-19 but also there is an opportunity to start afresh and embrace a new

normal. We seek to broaden archery’s base in new, and possibly inner-city locations – to increase opportunities to take part, to strengthen the connection between club and non-club settings and to see diversity across the whole archery community.

There are a wide range of competition and incentive opportunities for archers and we will continue to refine and develop these, supporting archers to progress, instilling motivation and purpose.



A HEALTHY AND DIVERSE CLUB NETWORK IS VITAL FOR THE CONTINUED GROWTH OF ARCHERY.





Challenges

- ▶ Following Covid-19, there are immediate issues being experienced by clubs. Some are not able to open right now – such as those on school sites – whilst others are struggling with volunteers who are shielding or nervous about returning. There is an urgent need to repair, rebuild, and an opportunity to refresh, the club network from the damage of the pandemic.
- ▶ To further enhance the competition framework to encourage wider engagement and participation of all archers.
- ▶ Most Archery GB clubs are in the areas of lowest deprivation, and few in inner-city locations. The diverse population of the UK is not therefore reflected within the archery club community. Diversity matters because organisations that have more diverse organisations perform better.

Opportunities

- ▶ The archery club network has grown and improved since 2010, however Covid-19 has inevitably brought significant challenges to all clubs. Fortunately, those clubs owning or leasing a facility seem to be faring better. There is an opportunity to start afresh and embrace a new normal – supporting the club network to get back on its feet but also adapting to possible future situations and being aware of the need for sustainability, resilience, and strength.
- ▶ The archery community should become more diverse and reflect population changes. Diverse and inclusive organisations foster feelings of belonging, engagement, and security, which in turn, would drive up archer's satisfaction and retention, and potentially see innovation in our sport.

- ▶ To re-imagine and re-present archery identifying different formats, places and opportunities to do archery.
- ▶ To grow, we should seek, and embrace, alternative solutions to the delivery of archery, and build upon the work we have done already in these areas – such as approved centres, partnership-working and strengthening the instructor-workforce relationship. This, in addition to the existing club network, will see benefits across the archery community.

We will:

- ▶ Refresh our membership and club support programmes.
- ▶ Establish a competition and progression framework for archers.
- ▶ Identify additional partners and organisations delivering archery, especially those outside of the club network.
- ▶ Engage with new and diverse partners especially in city/town locations.
- ▶ The main outcome associated with this strategic ambition is a vigorous and robust club network that has weathered the impact of Covid-19. There will be opportunities for archers to progress and improve through competitive and rewarding programmes; and a wider network of partnerships and places in city/town locations, creating different formats and opportunities to attract and engage a more diverse audience.

This is what success will look like	Strategic KPIs
<p>All disciplines of archery regarded collectively as a contemporary sport mixing physical activity and social connections, which is available and accessible to everyone in both rural and urban environments.</p>	<p>KPI 8 - To maintain scores of above 90% for club satisfaction; Archery enjoyment; Club expectations</p>
<p>We bring together all archers – as one sport.</p>	
<p>A club culture which supports each individual member to realise their full archery potential in a welcoming and safe environment with adequate coaching and competitive opportunities to progress.</p>	<p>KPI 9 – Increase number of approved places to do archery by 10% annually (focusing on urban over rural areas)</p>



ARCHERY IS SUITABLE FOR ALL AGES... YOUNG PEOPLE WILL BE INTRODUCED TO ARCHERY AND ENJOY FURTHER OPPORTUNITIES THROUGH CLUBS.

ENRICHING LIVES

Archery is suitable for all ages. For primary aged children we have a soft version of the sport called Arrows. It has been designed so it can be delivered by non-archers and there is no training required for teachers. Around 3,000 schools currently take part in the Arrows programme. For older children and young people, clubs can partner with schools to offer archery lessons. School-club links mean young archers showing potential can progress into the club network.

We also have an Instructors' Award which allows teachers to deliver archery sessions themselves. Archery GB is also very proud to be part of The School Games programme. We have worked with the Youth Sport Trust to develop competition formats for intra and inter school competition at primary and secondary levels. We believe that by supporting schools and their networks to deliver the School Games more young people will be introduced to archery and enjoy further opportunities through clubs.

In the 2018/19 academic year, 145 archery school competitions were delivered, involving 8,902 inter school participants and 1,290 inter school archery teams. This is an increase of 20% of school participants engaged in archery school competition from 2017/2018.





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**ARCHERY GB IS
VERY PROUD TO
BE PART OF THE
SCHOOL GAMES
PROGRAMME.**

DIGITAL FIRST

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

Covid-19 has presented many challenges to organisations and introduced a level of uncertainty which may impact for several years. There is a need to increase adaptability, flexibility and efficiency across the sporting sector.

A ‘digital first’ approach will support the drive to reimagine and re-present the sport. The pay and play culture that has emerged over recent years has been driven by digital functionality, with a large percentage of the population having their own phone/devices to capitalise on online opportunities.

However, people from low socio-economic backgrounds may not be able to access this technology, which could reduce opportunities to this sector of the population.

Challenges

- ▶ Making ‘digital first’ a reality will take commitment, investment and sensitivity towards employees.
- ▶ Ensuring that ‘digital first’ does not prevent the sport reaching out to a diverse participation base.

Opportunities

- ▶ Ensure we have more efficient processes and procedures.

- ▶ Improve internal and external systems and processes to enhance flexibility, efficiency and reduce resource requirements.

We will:

- ▶ Tailor our communications to different stages of an archer’s journey. Use insight to establish communication preferences to keep members engaged with the sport.
- ▶ Provide an improved website and resources to enhance the digital journey for beginners and newcomers within the sport.
- ▶ Deliver online training and education to develop and support our archery workforce.
- ▶ Enhance our digital community to share best practice.
- ▶ Provide open data opportunities to ensure seamless connections between participants and the sport.
- ▶ The participant journey in the sport will be enhanced, with better and tailored communication and a workforce focused on adding value over administration.





A 'DIGITAL FIRST' APPROACH WILL SUPPORT THE DRIVE TO REIMAGINE AND RE-PRESENT THE SPORT.

This is what success will look like

Archery GB will have enhanced their digital expertise providing a better understanding of customer journeys within the sport.

An improved Archery GB website as well as a microsite with content and course booking options tailored to beginners. Communication platforms that enhance the digital journey and point members, beginners and newcomers to appropriate and relevant information.

Strategic KPIs

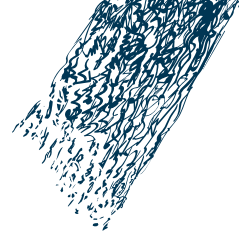
KPI 10 – Increase the number of digital engagements via various platforms (including websites) and understand needs of who is taking part in which archery activities and why



ENRICHING LIVES

Archery GB's current website has become a huge repository of information for current members. The volume of information can be off-putting for the newcomer.

A new microsite will seek to engage beginners and streamline the process of booking onto a beginners' course. Content and images will reflect people from different and diverse backgrounds and fit the ethos of 'if you see it you can be it'. The site will also promote all forms of archery with resources for schools and links to approved centres to make archery even more accessible to all ages and budgets.



PATHWAY AND PODIUM

“Redefine GB Performance Archery and be the pioneers on the World Archery stage”

The Paralympic squad has been in receipt of sustained World Class Performance funding and is world-leading on the field of play. It has made major cultural gains over the last three years with its adoption of a DARE brand as well as planning and delivery progress in its training and competition operation. It has developments to bring about more meaningful arrows training as well as a Pathway programme where suitable places and people are engaged in the relevant Performance development activity.

The Olympic squad lost its funding shortly after Rio 2016, but has made major international performance strides over the last four years, leading to it claiming a full quota of six places for the Tokyo Olympic Games. As a result of this progress it has been returned to World Class funding and will be able to make key planning, operations and cultural developments to make in the coming cycle.

The Pathway programme has been steadily making progress on and off the field of play over the last few years. It has seen athletes achieve significant international success and move into senior squads as well as repositioned and aligned its curriculum and delivery framework to a more athlete-centric approach. It is working to more strongly connect to the Participation and Performance elements of the organisation.

Opportunities

- ▶ Coaching and Coach Leadership that is high quality, appropriate in its athlete and programme context, with employment and career opportunities secured.
- ▶ With Research and Innovation (including Equipment and Data) being quality assured, programme driven and applied to the delivery of Performance Archery.

Challenges

- ▶ Athlete lifestyles that have a duality enabling financial stability and personal commitment commensurate with the high-performance journey, its demands and ambitions.
- ▶ Training and Preparation that has centres/ environments with a people-first Performance Archery focus and approach, with the same development philosophy, principles, standards and ambitions across both athletes and coaches.
- ▶ Create and develop the world leading Performance Archery training centre for Paralympic and Olympic WCP athletes.
- ▶ Providing a depth of time and exposure on meaningful tasks as pertinent to the individual athlete/team.



We will:

- ▶ Recruit and induct key posts of coaching, delivery and learning.
- ▶ Establish designated centres of Performance Archery (schools, clubs, centres, universities appropriate to the Performance Athletes lists).
- ▶ Produce validated Performance requirement data that informs and impacts on the delivery of coaching and equipment set up along with selection criteria.
- ▶ Ensure all WCP athletes to be using quality-assured, programme-driven equipment.
- ▶ Deliver performances that achieve optimal quota spots for the Paralympic and Olympic games and delivers the Key Medal Event (KME) medal targets.
- ▶ Embed the Performance 'Brand' across both Paralympic and Olympic programmes with progress monitored through internal and external assessment.
- ▶ Establish an Interdisciplinary Performance Archery staffing structure that enables a closer working relationship across the Paralympic and Olympic programmes.

ENRICHING LIVES

Archery GB is working with a PR agency, White Tiger, to raise the profile of grassroots and Performance Archery.

By engaging with national and local media including lifestyle titles and broadcasters we will elevate archery in the public consciousness and make the sport more desirable to a wider range of people. By showing the personalities involved in the sport we can inspire the next generation to visit a range and begin their archery journey.



This is what success will look like

A leading Olympic/Paralympic nation for Pathway and Podium by 2028/32 and will have met annual milestone targets set and agreed with UKS.

Our athletes will continue to achieve international success in the Olympic, Paralympic and non-Olympic disciplines. Archery GB will be one of the top five nations in the world medal table across all disciplines and recognised as a sport that focuses on the welfare and personal development of its athletes and coaches.

An inclusive, bespoke and athlete-centric Pathway approach and structure that signposts, motivates and supports those that seek to progress to international success.

Strategic KPIs

- KPI 11 - Tokyo 2020
- 1-3 Paralympic medals
 - 0-1 Olympic medals
- Paris 2024
- 2-3 Paralympic medals
 - 2 Olympic medals

KPI 12 – Increase the number of medals won on an international stage across all disciplines

UNDERPINNING ACTIVITIES

“There is a significant volume of important activity that the organisation undertakes day to day that may be considered ‘business as usual’.”

This activity underpins the services we provide to members and clubs. This refers to the standard functional operations, in contrast to the programmes highlighted within each strategic ambition which will introduce significant change. Underpinning activities fall broadly into these areas:

- ▶ **Finance** – responsible for ensuring the financial sustainability of the organisation.
- ▶ **Member support** – responsible for providing an excellent customer service experience for our membership.
- ▶ **Safeguarding** – responsible for overseeing guidance and regulations that help keep everyone safe in our sport.
- ▶ **IT services** – responsible for managing the organisation’s IT requirements and improving technical systems and services.
- ▶ **Marketing and Communications** – responsible for the delivery of external communications through website, email, social media and the membership magazine, and managing media requests. Raising the profile of archery and providing coverage of key events.

Financial summary

- ▶ The short to medium financial strategy is to ensure retained reserves are maintained in line with the organisational sustainable level as set by the Board and in line with the retained reserves policy.
- ▶ Investment decisions will be made considering the priority of programmes and the projects within them that contribute to ensuring a healthier financial position.
- ▶ We are confident that we will meet and exceed the goals outlined in our strategy in the years to come, building on the incredible work of our paid staff and volunteers throughout the Covid-19 pandemic. In continuing to work together, we look forward to welcoming many more people to archery.

“

IN CONTINUING TO WORK TOGETHER, WE LOOK FORWARD TO WELCOMING MANY MORE PEOPLE TO ARCHERY.





“ WE ARE CONFIDENT THAT WE WILL MEET AND EXCEED THE GOALS OUTLINED IN OUR STRATEGY IN THE YEARS TO COME, BUILDING ON THE INCREDIBLE WORK OF OUR PAID STAFF AND VOLUNTEERS THROUGHOUT THE COVID-19 PANDEMIC. ”

This is what success will look like	Strategic KPIs
<p>A sustainable national governing body which is also recognised as having excellent governance principles in place.</p>	<p>KPI 13 – Keep reserves at a level that enables us to meet our current commitments and invest in our future strategic objectives</p>
<p>The Board and staff clearly portray the organisation’s values.</p>	<p>KPI 14 – Diversify our income through membership, coaching and other commercial activities</p>
<p>A membership organisation where members feel valued and we use insight-led decisions to understand, support and empower our members and volunteer workforce.</p>	<p>KPI 15 - Continued compliance with all statutory legislations</p> <p>KPI 16 – Maintain staff morale and satisfaction while striving to increase it</p>

“One of our strategic goals is to refine and redesign an effective membership and governance structure in order to deliver what people really need.

“We’ve already segmented our membership in order to provide a more appropriate offer, and addressed how we recruit, engage and empower our many volunteers, whose help we couldn’t do without across every aspect of the sport.

“We are a national organisation, but we will take a local focus to help us work more effectively with communities that have different requirements according to their faith or culture.”

- Neil Armitage, CEO

Enriching Lives
Through Archery

STRATEGIC PLAN

2021-2026

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Archery GB, Lilleshall National Sport & Conferencing Centre, Newport, Shropshire, TF10 9AT

Tel: 01952 677 888 | www.archerygb.org



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