You might imagine that October 2017’s World Championship bronze in Mexico, and the recovery of our previously-lost funding from UK Sport in January, would be the two biggest achievements of AGB’s year. Certainly, both were terrific news, and set us on a good trajectory towards Tokyo 2020. But in many ways, the real highlights have been more mundane.

Consolidation has been key; it has established more solid foundations. On them, we can build significant improvements for members, as well as maximising our on-going chances of elite international success.

Some of those improvements will now have started to become apparent. We will soon launch what we hope and expect will be a very popular and successful app, aimed at transforming communication and significantly improving Member experience. And we have published a wide range of metrics to allow everyone to know what is happening. Members can have a better understanding of what the membership sub pays for, and more easily hold us to account.

The base on which we have built came in the shape of accreditation for the new Code of Governance in Sport – a green light that represents something of a turnaround. Three years ago, UK Sport made very clear that they regarded our governance as a risk to our relationship and our funding. Today, they regard us as an exemplar of good standards – in many cases far exceeding the minimum requirements. One example is that our Board is now split 50/50 in gender terms. We continue to work to make sure it reflects wider society.

Similarly, we have looked hard at the culture of our elite programme this year, commissioning an independent report which sat alongside the Culture Health Check done by UK Sport. Lessons learnt and changes made have already had a positive effect: surveys of our athletes taken four months apart have revealed a noticeably healthier mood in the camp.

Ensuring that we remain one, in all areas, continues to be an area of significant focus. As such, we will in the coming year look to keep improving the extent to which we consult and listen to members as we modernise and make relevant to new audiences our coaching programmes and competition structure.

No change will be introduced for the sake of it: like the appointment this year of a Commercial manager to help us broaden out our revenue streams and make the sport more sustainable in a competitive funding environment, decisions we take have our Members at the heart of them. We’re here to help more people shoot more arrows more often. We look forward to doing more of that in the coming twelve months.
We are delighted that our perseverance, hard work and results over the last year has given Sport England the confidence to award our full grant along with the reinstatement of UK Sport funding to the Olympic squad. I would like to thank both for their continued confidence and support. Despite these successes we have accepted that the new funding landscape inevitably means we need to look for ways to improve our own sustainability in future years. In order to reduce our reliance on external funding we have written, and are in the process of implementing, a commercial strategy, led by our newly-appointed commercial manager. We are actively exploring alternative revenue streams and we are already in conversation with many people and businesses on this journey towards a more sustainable financial future.

A new strategy requires a new approach. We are proud of the changes we are making, but we are still at the beginning of our journey. We aim to be a visible, more sustainable, more vibrant team that adds value to those engaged in archery. We have been connecting, consulting and collaborating with our invaluable volunteers and our wider membership on key areas that we know are important to you. We have made great strides with this approach in areas such as coaching and competition, and we will continue to do so. We know that by listening and working with our members we will be able to offer enjoyment, progression and achievement within our wonderful sport.

Our new sport team are working with many members of the old operations committee to develop a new approach to delivering our strategy at an operational level, which we know cannot be done without the help of our talented volunteers. Our new Sport Team Strategic Advisory Group will meet twice a year to check and challenge the plans of the Sport Team.

We’ve been really pleased with the expressions of interest and offerings of informed insight by a number of archery enthusiasts to the SAG, and we will continue to explore and expand this model of engagement in between the two meetings a year.

We cannot shy away from the fact that there is no doubt that the past 12 months have been challenging and ones of great change for our sport. We have had to adapt to a reduction in funding, analyse every area of the organisation, make some cost savings and implement some difficult decisions in restructuring the organisation. All of which we believe will allow us to deliver our promises set out in our strategic plan.

Finally, it’s vitally important that we understand our membership. We know you are all involved in archery, but we don’t know some of the more detailed information that can help us provide a better and more tailored approach to the services we provide, our communications, tournaments, partnerships and more. With this in mind, we teamed up with a research company that has carried out a two-part survey to segment and analyse our membership data.

Many of you responded to an online survey which is fantastic, thank you. This has led us to the point where we have a much clearer understanding of simple things like how often you shoot and what style of bow you prefer, to more complex issues like shopping habits. This, coupled with a more standard data segmentation, has now provided us with insight that we will use to improve a wide variety of aspects of our work.

We are committed to making decisions based on credible insight, whether that’s using highly regarded research agencies for bespoke and specialist insight, or leading the consultation ourselves as we have done for both the coaching and competition review.

I hope you enjoy reading our progress update on our strategic plan, and wish you the very best for 2018. If you have any suggestions or questions, then please don’t hesitate to direct them to suggestions@archerygb.org.
The five pillars of our strategy

**Vision**

**A**chieve **G**row **B**elieve

**Mission**

Lead, grow and promote archery to create greater value for our sport

**Strategic Objectives**

- Grow and sustain participation with effective facilities, coaching and competition strategies
- Deliver and sustain Olympic and Paralympic targets
- Reduce the reliance on external funding
We recognise that this is still a hugely important area of work, emphasised by our research which continually shows lapsed members stating a range of club factors as important reasons for leaving, with the club offer or facilities as main issues.

Despite these challenges, we have made significant progress in our understanding of archery facilities around the UK. As part of the range registration process, 828 clubs have already registered 1759 ranges, which has given us an accurate database of archery facilities in the UK. We will continue to work with the remaining clubs, to encourage them to register their ranges and once the process is complete, we will use this information to refresh our facilities strategy during 2018.

We have also progressed other areas including:
- Planning applications – weekly analysis of planning applications that could affect our clubs;
- Individual club support – Where clubs experience issues such as planning applications, seek facility improvements or funding applications, we continue to support these;
- Regular updates to the Handy Guide to Funding – promoting facility funding opportunities

Our New Places for Target Faces programme is currently being reviewed, to allow us to analyse the success of the programme and review the impact the existing nine venues have had on helping us grow and sustain participation.

The strategic plan committed to develop 50 new places to shoot as well as ensuring that clubs are accessible and easy to find. Due to changes in Sport England funding and a re-structure of the Sport Team, some work in the area of facilities has been reconsidered.

In the next few months, the following actions will take place, led by the Clubs & Facilities Manager:
- Completion of Range Registration - including minimum standards analysis, updating knowledge on the national picture of the facilities our clubs use;
- A review and update of Archery GB’s Facilities Strategy;
- Alignment and update of all documents that refer to facilities – including Technical Specifications and Handy Guide to Setting up a Range;
- Continuation of planning application analysis, and individual club support;
- Identification of funding opportunities – internal and external – to enable strategy actions to be completed.
- Developing ontarget Hubs
- Refreshing ontarget clubs with stronger connections to other areas of archery such as coaching and competition.
Coaching

Our coaching workforce, both paid and volunteer, have a central role in ensuring the enjoyment, progression and achievement of people involved in archery, so that it becomes a meaningful part of their life for longer. Evidence shows that quality coaching leads to improved sporting and physical activity experience. This in turn leads to more people playing and enjoying sport more often.

Last year Archery GB has supported coaches on their learning journey by offering a range of courses and learning opportunities. Well done to every coach that completed a course and thank you for helping to bring people enjoyment, progression and achievement in archery.

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<th>2017</th>
<th>No. licensed Coaches</th>
<th>No. of Courses</th>
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<td>3</td>
</tr>
<tr>
<td>Senior</td>
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</tr>
</tbody>
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During the year we consulted with coaches from all over the UK and there was strong agreement for improved opportunities for coaches to learn. We listened and launched our Coaching Plan for Archery (2017-2021), setting out how we will strengthen the coaching system in the years ahead, using the feedback you gave us, in particular we will be focussed on:

- Making it easier to receive coaching
- Fostering an improvement culture
- Improving communication and digital services
- Developing places where coaching can succeed
- Building for success and sustainability

To read more about our coaching plans please visit www.archerygb.org/coach

New workshops for Archers and Coaches

Archers and coaches are really hungry to expand their knowledge and value the chance to hear from world class specialists. This is a big reason why we launched a new series of workshops, making it easier for people involved in archery to continue their learning, either as an archer or coach, and learn from the very best. The events cover a range of topics from technique and equipment tuning, to coaching archers with a disability. The one and two-day events are delivered in friendly and supportive environments at clubs across the UK, and are welcoming to all archers and coaches to attend, regardless of experience. The workshops include:

1. **Introduction to the Technical Framework**
2. **Coaching the Technical Framework**
3. **Equipment Set-up and Tuning**
   - (recurve bows)
4. **Equipment Set-up and Tuning**
   - (compound bows)
5. **Tournament Performance and Strategies**
6. **Pass it On: Coaching Archers with a Disability**
7. **Archery Crafts**

If you have suggestions for other workshop topics, please let us know!

There were a lot of staff changes in 2017 and from this we now have a coaching team that is working dynamically across the organisation and who are connected to and supporting colleagues in Clubs, Pathways and Performance. It has been a positive year for coaching with lots of new opportunities on the horizon. We would like to give a special thanks to all those who give up their time to coach people in our great sport, and to those who continue to support the coaching team.
In 2017 we set out to develop a competition system and structure that addresses the long term needs of our sport. Competition is an area which we believe will contribute to meeting all three of our strategic objectives. Our approach, is to connect and consult with as many members as we can to really understand what you want from your competition structure.

Our in-depth consultation with members has gathered insight from an online survey which has received 1,500 responses and a roadshow that has covered 2,000 miles, delivering eleven interactive workshops and directly engaging with 160 archers.

The key themes have included but are not limited to:
• The provision of competitions where families can compete together
• Entry level competitions for novices
• A national scheme to help people shoot longer distances
• An improved calendar of events which is easier to understand
• Coaches to promote competitions and signpost people to the most appropriate competition for their ability
• Better promotion of all types of archery
• Improved signposting and connection of competition from club level through to national events

In addition, an early theme to come out of the competition review called for a revised national ranking system. In response to the feedback we have developed and are trialling a new system for national rankings throughout 2018. The rankings are provided to show who are the UK’s top archers, allowing everyone the opportunity to measure their performance against the rest of the UK. This is a pilot scheme which will be completed and reviewed by the end of October 2018. For 2019 we will be reviewing the longbow, barebow and junior rankings, using the current Archery GB competition review as an opportunity to consult with interested parties.

Next Steps:
Once we have reviewed all the insight we will feedback to the attendees and contributors to the review. As well as sharing feedback with the Sport Team Strategic Advisory Group and the AGM in April, before publishing the findings to the wider membership. We aim to pull together the strategy over the summer months with the view to sharing the strategy and gaining feedback in another set of interactive roadshows towards the end of this year.

If you have any questions then please contact competitionreview@archerygb.org

Following changes to some membership categories in 2017, we have seen a mixed picture in terms of membership figures. The closing membership stood at 44,672, a 4.3% decrease on the previous year and an overall total of 1,953 members down. However, we anticipated fluctuations in the different membership categories due to these category changes.

Membership Benefits

Joining Archery GB means you’re supporting our mission to lead, grow and promote archery to create greater value for our sport.

But what do you as a member get from Archery GB?

With regards to archery and taking part in the sport we offer:
• an introduction to the sport through have-a-go events and beginners courses
• records, badges and awards
• guidance and coaching
• safeguarding
• a sporting structure supporting clubs, counties and regions
• tournaments and talent pathways
• governance
• support and advice
• insurance

Other membership benefits include:
• Exclusive offers from Volvo cars
• 15% discount with Cotswold Outdoor
• 15% discount at Snowbird
• 15% discount at Cycle Surgery

Benefits

45% DECREASE

34.9% GROWTH

Newly added
The Whirlpool Privilege Club

If you have any questions then please contact competitionreview@archerygb.org

Progress
Whilst we have seen an increase in disability membership, we still have lots of work to do as under 4% of members are disabled, yet our sport is inclusive in nature and our para team are hugely successful. The recent School Games data showed 47% of participants at Level 3 archery competitions were SEND (special educational needs) compared to 10% for all sports, so we recognise this should be an area of focus for our sport.

Adult Membership

This year, our senior club membership (aged 18 and over) has increased in line with the steady growth we have seen since 2000. The vast majority of our membership income comes from senior club membership so growth in this area is encouraging - rising from 34,713 to 35,563.

Improving the experience for our members

During 2017, the Sport Team worked hard to secure Sport England funding to allow us to continue our support of the network of clubs up and down the country. A new approach and structure has been created connecting Participation, Pathway and Performance, which allows for a connected and collaborative approach across delivery areas.

With nearly 45,000 members and many more taking part each year, we have to find a way to direct our support most effectively. To develop the sport for those involved, we will:

**Understand**
our members, building a picture of the people in our sport.

**Support**
our members, developing the sport to improve their experiences.

**Empower**
individuals and celebrate the people who make archery great.

We will build a better picture of the people taking part in our sport through an annual national survey, associated focus groups, and by prioritising specific groups of people to direct our support. By segmenting our members we can start to pinpoint retention activities that resonate most for each segment rather than delivering a ‘one size fits all’ approach.

Club development

We recognise the commitment of our clubs, the key people within those clubs and the essential role they play in the development of our sport. Without a strong and healthy network of clubs, archery in the UK simply would not grow. Development within the archery network must be realistic and sustainable, with a clear focus on supporting clubs to provide the right activities, by the right people, at the right time.

Whilst acknowledging clubs’ own ambitions, we must also encourage and support clubs to purposefully engage with the resources we have available.

We therefore will seek to:
- Support the club network to thrive
  - Empower clubs through better leadership
  - Promote and facilitate strong and healthy clubs
  - Develop and promote club competitive opportunities
  - Sustain and continue facility development

Some of the programmes we will deliver include:

**ontarget**
Our club development programme – ontarget – providing structure and guidance for clubs looking to improve and develop. The continuation of the programme will include direct support for clubs through the ontarget specialisms – designed to enhance the club experience for archers. This programme currently supports up to 300 clubs, 30 of which currently have a specialism.

Support & Empower

The club environment is vital in making an archery experience unmissable for individuals. We will enhance our toolkit for clubs; providing a range of resources online, and hosting workshops designed to help clubs support all members and provide an environment that is welcoming to all people, and one that people want to keep coming back to.
Ambassador and Mentor Programmes
We believe those archery clubs that have a prominent and proactive leadership figure within the club gain the most out of our club development programmes. These pivotal figures often think of new ideas and, importantly, are receptive to new ideas, and are well-connected within their wider sporting community. Clubs who do not have a figure like this, often struggle to gain momentum and deliver change and growth where it is required.

We are developing ambassador and mentor programmes, to support prominent and proactive leadership figures within their own club networks. By highlighting the importance of leadership at a local level—we can support both individuals’ and clubs’ development.

We know archery in the UK is powered by the people within our network of clubs, and it is people that make the experience so great for many. The ambassador programme will provide training, support and resources to empower and inspire individuals to become leaders through archery, helping to develop club environments that provide unmissable experiences for other archers.

Mentoring is a powerful personal development and empowerment tool. We will identify and train fourteen individuals with a range of expertise to best support the development of leaders within clubs. These mentors will be deployed to support the ambassadors with club development, but consideration will be given to other areas of the sport, such as coaching.

ontarget Club Competition
The ontarget club competition was formed to encourage competition and social integration. More clubs will be encouraged to take part and the competition will form part of the overall competition calendar.

2017 was the most successful Finals event to date. Bowmen of Rutland came out on top against The Nonsuch Bowmen winning 13-8 to hoist the trophy. In the third and fourth play-off match, Burton Joyce Archers beat Bowmen of Minchinhampton with the same score as the Final 13-8.

Support for clubs to encourage their members to compete regularly and to find the appropriate competition will be rolled out after the publication of a new competition strategy. Early indications suggest a better communication plan, a national progress scheme for archers to shoot longer distances and a joined-up competition pathway — where every archer can see what their next step would be.

Supporting priority audiences
We will develop individual action plans for key membership segments and priority demographic groups, based on the results of the focus groups and annual survey. We will work across the areas of coaching, clubs, competition and membership services to help inform the planning of interventions and programmes, to improve the experiences of our members. We will establish special interest groups for each of our demographic priority groups; women and girls, disability, and children and young people. These groups will provide expertise to each area, developing and shaping relevant action plans.

Inspire
We will find, develop and share case studies and stories of individuals in archery that will inspire others. We will identify ways to recognise those people making a positive contribution to improving the experience for others.

ontarget Hubs
A pilot programme – ontarget Hubs – will support clubs by encouraging them to proactively work together to benefit from shared experiences, shared resources, best practice and economies of scale, offering a more fruitful experience to their archers and a broader range of archery opportunities to their community. We will provide support in areas such as governance, financial sustainability, direct coaching and club development.

The School Games
• Over 5,000 young people took part in archery competitions as part of the School Games last year, mainly at primary schools, using Arrows.

• Arrows continues to go from strength to strength with a 44% increase in sales and over 500 packs sold last year alone. 80% of sales are to schools. 12% to activity centres. 8% to archery clubs, scouts and guides.

National Trust partnership
• Last year our partnership with the National Trust provided archery at 35 National Trust sites during their annual Summer of Sport campaign, aiming to engage young people and their families and we’re thrilled it’s one of the most popular sports they offer.

• This year will see us increase the number of sites to 21 during the summer.

Every year clubs around the country unite to dedicate one weekend to introducing as many members of the public as possible to archery. Last year was the best yet, with 94 clubs introducing more than 6,500 people to our sport. The Big Weekend is an opportunity for all our clubs to join together in welcoming new people to our sport, it puts your club at the heart of your community, it raises the profile of your club and it gives you the opportunity to sign people up to your beginners’ courses. The date for this year’s Big Weekend has been set for 16 & 17 June 2018. To find out how to register please go to www.archerygb.org/BigWeekend
Both Olympic and Paralympic squads seek to “Compete with pride and inspire our Nation.” However, both have distinctively different performance statuses.

**The Paralympic Vision for 2024 is to:**

Lead the Paralympic archery medal table, winning the highest proportion of gold medals at the Paralympic Games” with a mission for Tokyo 2020 “to win 3-6 medals, 2-3 will be gold.

**The Olympic Vision for 2024 is to:**

“Win a medal” achieving breakthrough performances in international competition between 2017 – 2019, with a mission for Tokyo 2020 “to achieve a top 3 place.”

After demonstrating an upward performance trajectory, based on changes in our performance thinking, world-leading coaching, as well as committed athletes, we secured National Lottery funding from UK Sport as part of the Summer Sports annual investment review, which allows us to develop a Medal Support Plan (MSP) to target medal success in Tokyo 2020.

This will allow us to support training, coaching, competitions, travel, equipment and expert sport science and medicine for the Olympic team. Richard Priestman has also moved into a broader National Coach role, leading training into Tokyo. Richard will also be integral in connecting many elements of our WCP, by mentoring Para Coaches, having oversight of conversion coaches and athletes in the Pathway, and inputting into the development of our Coaching Strategy.

Olympic Programme

Despite losing funding at the end of 2016, AGB kept its focus and set a target of winning a medal at the 2017 World Championship in Mexico. We committed to improving international competitiveness and used US Transition funding and some AGB investment into training and competition. Athletes showed steady progress throughout 2017, with all national squad athletes improving their world rankings, which culminated in achieving the target of a medal – bronze in the Recurve Mixed Team competition at the World Championships.

It is satisfying to note that every performance milestone target for 2017 was met: GB is the leading European Youth Nation. GB has already qualified a female place at the Youth Olympic Games and hope to qualify a male place later this year. GB Compound teams met their targets, delivering Women’s Team Silver at the World Cup in Berlin and a host of Youth medals at Europeans and World Youth Championships. Not forgetting the successful GB Field teams who won five medals at the European Field Championships.

AGB Performance has had to learn fast and commit quickly to what needs to be done to increase the probability of winning medals at major international competitions. We will continue to move on in our thinking and preparation as we seek to deliver even more medals this year.

Paralympic Programme

Over the past year there have been a number of significant changes within the Paralympic programme as it looks to build towards Tokyo 2020, one of which was a new Paralympic leadership team joining the organisation in June 2017. The coaching programme and personnel have both gone through changes to enable us to prioritise more on the line coaching time, within a tight budget and to assure success ahead of Tokyo 2020.

The new Paralympic staff team are;

- Paralympic Performance Manager – Toni Duggan
- Head of Performance Support – Kate Eddy
- Senior Paralympic Compound Coach – Rikki Bingham
- Senior Paralympic Recurve Coach – Charlotte Burgess
- Paralympic Coach – Andrea Gales
- Paralympic Technician – Kieran Carr
- Performance Coordinator – Stephanie Kelly

Despite all the changes of 2017, the team continued to perform at a world class level, surpassing their medal target at the Para World Championships in Beijing in September 2018, coming away with five medals from the following athletes;

- **Gold (W1 Mixed Team)** – Tom Duggan & Jo Frith
- **Gold (W1 Individual)** – Jess Stretton
- **Gold (W1 Mixed Team)** – Phoebe Pine & John Walker
- **Silver (W1 Individual)** – Jo Frith
- **Bronze (W1 Individual)** – Victoria Rumany

As part of the ongoing change within the Paralympic programme we are refreshing the Tokyo plan to ensure it remains current in light of the fact that it was written two years ago. Due to the fact it was inherited, elements are now out of date, we are seeking to simplify and review it so we can better connect it to the delivery of the programme and enable us to focus time and resource on the areas that will make the biggest impact.

Following closely on the World Class Plan’s Athletes, Coaches, Environment and Competition pillars, our operational plans are based around the following five strands;

1. Leadership and Management – ensuring that our planning and review systems are fit for purpose and prioritise our resources in the areas that will make a difference
2. Culture – creating an environment that empowers and enables athletes and staff to perform to their potential
3. Coaching – aligned to the wider AGB Coaching Strategy, redefine the Para-Archery coaching programme
4. Health and Availability – ensure our athletes are able to train and compete at the highest level
5. Performance Support – providing world class support and services that enhance an athlete’s individual programme

Four areas form the key pillars of our World Class Plan (WCP), athletes capable of being competitive at major International events, supported by the right coaches and support service arrangements, in environments where they can learn, practice and prepare, at competitions which they can deliver the required level of performance.
Performance and Talent Pathway

Our Talent Pathway has evolved to meet the needs of our Performance Pathway, Coaching and Club strategies. We are exploring the options around merging the previous Archery Training Centres, National Talent Development Programme and extinct Performance clubs. The new programme structure, would be designed to allow us to fully align systems that will benefit not only performance athletes, but coaches, judges, the wider volunteer workforce, as well as those archers simply looking to improve.

Our Performance Pathway has also developed. We have renamed the Confirmation Academy to Conversion Academy, to align with the programmes purpose of facilitating the conversion of athletes into senior international athletes. This has also seen us change the programme structure from camp based, to individual training with their contact coach. This has allowed more emphasis on developing what it takes to win (WITTW).

With this in mind and to develop and equip the young athlete for the rigours of being an internationally competitive senior, we have reframed our approach, with a focus on system development and better integration within AGB, along with a more bespoke and athlete-centric learning journey.

Due to challenges from UK sport and Sport England regarding funding for Paralympic Academy level athletes, we have consolidated various Paralympic projects with the previous Paralympic Academy and created a higher level Paralympic Conversion Academy, with the purpose of facilitating the conversion of athletes onto the World Class Programme. These athletes are either on target to compete for places in Tokyo 2020 or Paris 2024.

Olympic Talent Pathway Highlights 2017/2018

- Converted two athletes into the National Squad and five into the National Development Squad.
- Supported 40 talented archers each year through our Performance Academies.
- Supported reserve and compound athletes in the National Talent Development Programme.
- Continued to run seminars and workshops for athletes, parents and personal coaches using our Development Coach.
- Developed links with other Nations and took part in training competitions and training camps.

Paralympic Talent Pathway 2017/2018

- Converted two W1 athletes onto our World Class Paralympic Programme.
- Supported over 40 Athletes through targeted Talent Identification camps with the England Institute of Sport in January.
- Supported 20 athletes through our Pathway projects and programmes.
- Supported eight conversion athletes to compete in an International event in Dubai.

International Youth Medal Success

The development of our Performance and Talent Pathway, has allowed us to better connect grassroots activity in clubs to our programmes at World Class Podium Potential levels.

Recurve Cadet

- European Youth Cup 2
  - Jacob Reid, Alex Wise and Jonathan Tate - Recurve Cadet Men’s Team
- European Youth Cup 1
  - Louisa Piper, Alyssia Tromans-Ansell and Thea Rogers - Recurve Cadet Women’s Team

Recurve Junior

- European Indoor Championships
  - Bryony Pitman - Recurve Junior Women
- European Youth Cup 2
  - Bryony Pitman - Recurve Junior Women

World Youth Championships

- Louisa Piper, Thea Rogers and Alyssia Tromans-Ansell - Recurve Cadet Women’s Team

Compound Cadet

- World Youth Championships
  - Lucy Mason - Compound Cadet Women
- European Youth Cup 2
  - Lucy Mason and Jake Walsh - Compound Cadet Mixed Team
- European Youth Cup 1
  - Hollie Smith and Jake Walsh - Compound Cadet Mixed Team

Compound Junior

- World Youth Championships
  - James Howse and Sarah Moon - Compound Junior Mixed Team
- European Indoor Championships
  - Isabelle Carpenter, Sarah Moon and Phoebe Pine
  - Isabelle Carpenter - Compound Junior Women’s Team
- European Youth Cup 2
  - Sarah Moon - Compound Junior Women’s Team
- European Youth Cup 2
  - Isabelle Carpenter and James Howse - Compound Junior Mixed Team

A GB quota place for the 2018 Youth Olympic Games was won by Alyssia Tromans-Ansell.
Project Eden

We are always looking at new ways to work with partners to allow us to deliver key elements of our strategic plan, in particular when identifying and tailoring our sport to new and niche audiences. We have teamed up with long term partner SportsAid, and their Backing The Best programme, which is best known for the support it gives to talented athletes from the most financially disadvantaged backgrounds. However, the organisation also funds sporting National Governing Bodies to deliver special and outreach projects, with the aim of widening the demographic profile among athletes on the England Talent Pathway. The long-term objective is to promote high performance success for a more diverse group of athletes in terms of ethnicity, disability, financial means and geography.

Archery has low participation from females and people from BAME backgrounds. Archery GB’s Performance Pathway has successfully applied to SportsAid to fund a project which aims to increase participation from this demographic by working with communities across the West Midlands.

Given the cultural significance of archery within Islam and the sport’s amenability with a wide range of clothing choices, the project has a particular focus on engaging with Muslim girls, although welcomes participation from everyone.

Named after the Coventry based school which was the inspiration for the initiative, Project Eden is scheduled to last two years and has a focus on training for competition.

The main objectives of the project are to:
• Introduce archery to a new audience and environment.
• Increase participation of archery within two schools and the communities associated with the schools.
• Increase knowledge of archery as a worthy past time sport and performance sport in BAME communities.
• Create a sustainable training environment for BAME communities within the area.
• Develop individuals of an underrepresented groups self-worth, health and lifestyle.

The two areas of focus are Coventry and Birmingham, and activity will take place in both school and community settings.

The school training sessions, which will only be open to girls, will be led by Olympic archer and world medallist, Naomi Folkard. The community training sessions will encourage participation from all ages, genders and abilities and will seek to create sustainable environments for archery through training new coaches and competition volunteers.

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• Increase knowledge of archery as a worthy past time sport and performance sport in BAME communities.
• Create a sustainable training environment for BAME communities within the area.
• Develop individuals of an underrepresented groups self-worth, health and lifestyle.

The two areas of focus are Coventry and Birmingham, and activity will take place in both school and community settings.

The school training sessions, which will only be open to girls, will be led by Olympic archer and world medallist, Naomi Folkard. The community training sessions will encourage participation from all ages, genders and abilities and will seek to create sustainable environments for archery through training new coaches and competition volunteers.

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Principles

We have committed to providing strong and effective leadership that is fair, balanced and which inspires everyone in the organisation. Underpinned by a sustainable funding model achieved by diversifying our income streams.

Effective Governance

Your Board - Working Harder

This year has seen your Board moving from having meetings four times a year to six times a year, to create more of a momentum to progress Archery GB’s transformation. We have also been keeping a keen eye on expenditure, such that the annual cost of the bi-monthly meetings has been lower than the previous quarterly ones.

Consolidation has been key in establishing solid foundations, on which, we can build significant improvements for our members. We are in the process of publishing a wide range of metrics on to our website allowing everyone to see what is happening. Giving our members a better understanding of what the membership sub pays for, and the ability to more easily hold us to account.

The Board has gained accreditation for the new Code of Governance in Sport – a green light which represents an exemplar of good standards.

Your Board - Communicating Better

We made a commitment to communicate better with our members and provide transparent, open and accountable leadership. Our first step in 2014 was to publish minutes of our Board meetings (About Us >> Governance) – This year, we have reviewed and refreshed the content to make it more accessible and more informative. Members will now be able to find board minutes, board regulations, policies and information about directors there.

Updates on progress continues to be published in the magazine, including concerns expressed in the letters page being answered. To provide an opportunity for member engagement, the AGM has evolved to include a conference as an opportunity for member discussion.

A final new and exciting development is the publishing of interactive tools so members can view progress against the strategic plan.

Your Board - Evaluating Itself

To ensure that we are providing strong and effective leadership, your board evaluates itself annually and commissions an independent audit of itself every three years. The last independent review was in 2017 and this year’s review confirmed a marked improvement as the recommendations of the independent review get implemented.

In addition to the whole board review, the Senior Independent Director led your Board’s review of its Chairman and the Chairman reviewed the performance of individual directors.

Overall, these three sets of internal reviews give your Board a green light and we hope, in turn this gives you confidence in us.

Your Board - Being Evaluated

The UK Government published its Code for Sports Governance in 2016, requiring all sports bodies to conform if they wished to have access to funding from agencies such as UK Sport and Sport England. The code has several categories with Archery GB falling in to the highest, most demanding, one, and your Board is responsible for making sure we pass the annual assessment.

The Code has, at its heart, the following five principles of good governance:

- Structure
- People
- Communication
- Standards and Conduct
- Policies and Processes

To prove conformance to the Code, Archery GB has had to annually pass some 70 tests within the above principles, and this has been a major project for us over the last year.

Your Board – The Challenge of Being Diverse

One of the keys to success for a board is to have people with different skills and from different backgrounds. The different voices around the table ensure that all aspects are considered, and rounded decisions are being taken.

Your Board considers its skills when recruiting directors and has had a good mix between women and men for many years. However, we recognise that its ethnicity mix does not reflect that of the population in general and it needs to work in the next year to rectify this. We have recently published a Diversity Statement and Diversity Plan which recognises this area as a challenge for the coming year.

We are pleased to report we received confirmation of conformance, ensuring continuing access to the funding that helps develop the grass roots and underpins high performance.

In addition, directors have taken on specific responsibilities as follows:

- Catherine Wilson - Senior Independent Director
- Julie Ryan - Board Safeguarding Champion
- Pippa Britton - Board Equity Champion
- Erik Rowbotham - Sporting Regulation
- Lis Bellamy - Good Governance & Management
- Lizy Rees - Welfare of Members

All directors can be emailed as firstname.lastname@archerygb.org
**Principles**

The new structure means that Director of Sport David Tillotson now leads a Sport Team, connecting Participation, Pathway and Performance. It uses the key areas of clubs, coaching and competition, with designated specialists working together and supporting both our professional and volunteer workforce.

Last year the structure of Archery GB evolved so that it can meet future challenges. The Board now fulfils a strategic function with operational details and activities being met by Archery GB staff. This brought about changes to the way things are run. Archery GB’s operations committees no longer exist due to last year’s small subscription increase and income from instructor courses and renewal licenses as activity levels have increased.

Operations Committee chairmen and women have been invited to join the Archery GB Sport Team Strategic Advisory Group. It will meet at least twice a year to check and challenge the work of the Sport Team and deal with specific issues that may arise. They will join a number of archery enthusiasts offering informed insight to the SAG, and we will continue to explore and expand this model of engagement in between the two meetings a year. There will be focus groups for various membership segments and special interest groups concentrating on areas such as women and girls, disability, and children and young people.

The specialist and designated Archery GB staff responsible for club, coaching and competition strategies would welcome expressions of interest from their respective areas. We are committed to regular and visible engagement with club, coaching and competition activities outside of Lilleshall.

The functions and competencies of the SAG can be found on our website.

Along with the changes in structure and responsibilities, we have made some changes to our communication channels. Apart from the specialisms of Judges and Rules, which will move to Judges@archerygb.org and Rules@archerygb.org all other previous Chairman email addresses will be transferred to relevant AGB colleagues, who will also continue to engage with the relevant people.

In order to best support Field and the Field squad programme, John Hartfield will remain the email point of contact – field@archerygb.org with some admin support being provided by AGB. We are yet to finalise our full admin support resources across the team, so this situation will likely develop over the coming months.

The functions and competencies of the SAG can be found on our website.

**Turnover**

All our non-grant income has increased during the year with the biggest increases being seen in membership subscriptions due to last year’s small subscription increase and income from instructor courses and renewal licenses as activity levels have increased.

**Total Income** £3,632,748

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Total</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Subscriptions</td>
<td>35%</td>
<td>1,295,876</td>
</tr>
<tr>
<td>Competitions &amp; Events</td>
<td>6%</td>
<td>212,929</td>
</tr>
<tr>
<td>Advertising Income from Archery Magazine</td>
<td>2%</td>
<td>58,945</td>
</tr>
<tr>
<td>Other Income</td>
<td>0%</td>
<td>2,037</td>
</tr>
<tr>
<td>Coaching Courses</td>
<td>8%</td>
<td>277,090</td>
</tr>
<tr>
<td>Commercial &amp; Partnership Income</td>
<td>1%</td>
<td>42,125</td>
</tr>
<tr>
<td>Contributions Towards Talent Pathway &amp; Competitions</td>
<td>3%</td>
<td>110,000</td>
</tr>
<tr>
<td>UK Sport World Class Programme Grant</td>
<td>28%</td>
<td>1,019,647</td>
</tr>
<tr>
<td>Sport England Grassroots Development Grant</td>
<td>18%</td>
<td>640,099</td>
</tr>
<tr>
<td>Total Income</td>
<td>100%</td>
<td>3,632,748</td>
</tr>
</tbody>
</table>

We have experienced increases this year in costs relating to staff costs, irrecoverable vat and legal and professional fees.

**Total Expenditure** £3,563,272

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Total</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Costs</td>
<td>19%</td>
<td>691,215</td>
</tr>
<tr>
<td>IT</td>
<td>1%</td>
<td>28,518</td>
</tr>
<tr>
<td>Facilities Costs</td>
<td>2%</td>
<td>78,257</td>
</tr>
<tr>
<td>Telecommunications &amp; Distribution costs</td>
<td>1%</td>
<td>50,402</td>
</tr>
<tr>
<td>Membership Services</td>
<td>23%</td>
<td>835,806</td>
</tr>
<tr>
<td>Legal &amp; Professional Fees</td>
<td>1%</td>
<td>49,505</td>
</tr>
<tr>
<td>Administration &amp; Other costs</td>
<td>2%</td>
<td>54,860</td>
</tr>
<tr>
<td>Irrecoverable Vat</td>
<td>2%</td>
<td>76,458</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1%</td>
<td>28,830</td>
</tr>
<tr>
<td>Elite Programme</td>
<td>29%</td>
<td>1,029,647</td>
</tr>
<tr>
<td>Grassroots Development</td>
<td>18%</td>
<td>640,099</td>
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<tr>
<td>Total Expenditure</td>
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</table>

Of the 58 national bodies involved in sport 55 where fully compliant including Archery by the deadline of April-17. This means that all compliant organisations remain eligible to receive public investment of which during 2017 we received £1,669,746.

For 2017 we have been able to generate a healthy surplus which is in line with our long term financial strategy of building our reserves for future investment within the sport. Our retained reserves now represent 25% of our non-grant annual income.

**Total Income** £3,632,748

**Total Expenditure** £3,563,272

We have experienced increases this year in costs relating to staff costs, irrecoverable vat and legal and professional fees.
**Where does your membership fee go?**

We have tried to illustrate how a senior membership subscription of £44 is absorbed across the total expenditure of the organisation. We have broken staff costs into two sections, one that represents the membership staff team and costs directly associated with processing membership and support services like DBS, insurance and safeguarding. The other represents the wider staff costs providing services and value-added activities in areas such as governance, finance, IT, coaching, marketing and commercial support services.

**Membership fee contributions towards Grassroots and World Class Performance Programmes:**

We are heavily reliant on Sport England’s and UK Sport’s investment into our grassroots and World Class Performance Programme. Each member contributes a small amount directly to both programmes and the illustration below shows how these contributions allow us to realise a much larger investment from our funding partners.

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**Total Expenditure**

**Excluding Trading Income** & **Grant Funded Costs**

£1,487,555

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**Breakdown of Membership & Related Costs**

It can be clearly seen that the majority of the membership fee offsets costs that relate to membership services, £20.20. We have shown in more detail how this is broken-down in the graph below.

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**Absorption of Senior Membership Fee**

<table>
<thead>
<tr>
<th>£ Senior Fee</th>
<th>As a % Membership &amp; Related Costs</th>
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</thead>
<tbody>
<tr>
<td>Safeguarding</td>
<td>£0.29</td>
</tr>
<tr>
<td>Case Management Panel</td>
<td>£0.33</td>
</tr>
<tr>
<td>Disciplining Panel</td>
<td>£0.09</td>
</tr>
<tr>
<td>Membership Staff Costs</td>
<td>£4.45</td>
</tr>
<tr>
<td>Insurance</td>
<td>£1.78</td>
</tr>
<tr>
<td>HR</td>
<td>£0.11</td>
</tr>
<tr>
<td>Membership Cards Processing Fees</td>
<td>£1.22</td>
</tr>
<tr>
<td>Big Weekend</td>
<td>£0.08</td>
</tr>
<tr>
<td>Committee Costs</td>
<td>£0.30</td>
</tr>
<tr>
<td>AGM</td>
<td>£0.41</td>
</tr>
<tr>
<td>Governance - Board Costs</td>
<td>£0.38</td>
</tr>
<tr>
<td>Archery GB Co-funding Costs</td>
<td>£4.87</td>
</tr>
<tr>
<td>Archery GB Co-funding Costs</td>
<td>£2.11</td>
</tr>
<tr>
<td>AGIA Arrow Pack Sales - Development</td>
<td>£0.20</td>
</tr>
<tr>
<td>Range Assessors</td>
<td>£0.11</td>
</tr>
<tr>
<td>Compound Senior Squad Training</td>
<td>£2.11</td>
</tr>
<tr>
<td>Sport England Archery GB Co-Funding</td>
<td>£1.28</td>
</tr>
<tr>
<td>UK Sport Archery GB Co-Funding</td>
<td>£20.20</td>
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**Absorption of the £20.20 towards Membership & Related Costs**

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<th>As a % Membership &amp; Related Costs</th>
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<tbody>
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<tr>
<td>HR</td>
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<tr>
<td>Membership Cards Processing Fees</td>
<td>10%</td>
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<tr>
<td>Big Weekend</td>
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<td>Governance - Board Costs</td>
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<tr>
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<td>21%</td>
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<tr>
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**Longer Term Financial Forecast**

Our long term financial strategy is to ensure the organisation remains financially healthy and sustainable. We hope to achieve this by diversifying our income streams and becoming less reliant upon one funding partner.

We have currently stabilised our current funding landscape until 2020/21 for grassroots development and World Class Performance Programme.

In line with our strategic plan our financial forecast is built upon the stabilised funding landscape and building our reserves to meet the required investment levels until 2020/21.
Principles

Commercial Strategy

Recent changes in the way that Archery GB receives its funding from Sport England and UK Sport has meant that we need to diversify our income streams.

In order to reduce our reliance on external funding we have written and are in the process of implementing, a commercial strategy, led by our newly appointed commercial manager. We are actively exploring alternative revenue streams and we are already in conversation with many people and businesses on this journey towards a more sustainable financial future. We have also highlighted areas in which we can reduce costs and create efficiencies, which we are in the process of realising.

We have already been successful with bringing in a number of affinity partners and we’ll be looking to increase the number and type available. Our aim is to work towards providing a menu of suppliers and services that will enhance your membership. We hope that you are aware of the existing partnerships we have with Volvo Cars UK, along with a 15% discount available at Cotswold Outdoor, Snow & Rock and Cycle Surgery. Plus the newly added Whirlpool Privilege Club, more information is available on the Membership Benefits page of our website.

Decision making based on credible insight

It’s vitally important that we understand our membership, we know you are all involved in archery but we don’t know some of the more detailed information, that can help us provide a better and more tailored approach to our services, communications, tournaments, partnerships and more.

Our approach is to consult with our members, listen, understand and tailor our activities accordingly, allowing us to move away from a one size fits all approach. We have adopted this approach in both the coaching and competition review and will continue to do so where appropriate.

In addition, we will work with external organisations to provide independent expertise to help us with more bespoke pieces of research. We recently teamed up with a research company who carried out a two-part survey to analyse and understand our membership data. This coupled with a more standard data segmentation has now provided us with insight that we will use to inform our decision making and improve aspects of our work.

Technology

With the launch of our new membership system in September 2017, we would like to thank all those secretaries – over 800 of you, that have logged into the system and have started to use the system to manage your members. The system allows you to add new members, renew existing members and either pay immediately online or create a payment summary to raise a cheque or BACS payment.

We have also introduced e-cards that can be downloaded direct to your smart phone, so as soon as your membership is processed your membership card is delivered direct to your phone.

As a member you can also log in to your account to update your preferences, keep your contact details up to date, enter tournaments, check that your awards are recorded and the expiry dates of any qualifications or Disclosure Barring Service (DBS)/Protection of Vulnerable Groups (PVG) certificates you hold.

Your account is ready and waiting for you –

• If you have your email address, click on the forgotten password link and set a new password.
• If you don’t have an email address for you or its changed then please raise a support request by emailing support@archerygb.zendesk.com

Over the year we have been moving our systems towards being ready for the General Data Protection Regulations and have provided guidance for Clubs, Countess & Regions which can be found at www.archerygb.org/GDPR

As part of these updates, we have also updated our privacy policy, which can be found at http://www.archerygb.org/privacy-policy/ or use the link at the bottom of any of our web pages.

Communication

We know from our members that a “one size fits all” approach doesn’t work, we have a complex network of audiences and stakeholders, who all need different information at different times. We have been working hard to strengthen our communications provision within the resources we have available.

Website

We have launched our new website, introducing user friendly navigation, which is fully responsive on mobile and tablet and enhanced elements such as the club finder and tournament diary. Phase two will be rolled out during 2018.

Webinars

Last year saw the introduction of webinars, covering important areas of our work and interviewing key people within the organisation. During 2018 we will continue to refine and build on the progress made to deliver more webinars, covering a wide range of key areas. Allowing our members to understand what we are doing and why and most importantly to ask questions and feel engaged in our delivery plans.

Social media

2017 was a great year for Archery GB and our social media platforms

• Our Twitter profile has nearly 13,800 followers
• We hit over 2,000 new Facebook Page likes

< An example of our e-card

www.archerygb.org

Our fans are international

and cover over 40 countries including the US, India, Europe, Malaysia and Indonesia.

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