Twelve months ago, we identified member satisfaction as the single most important metric on which we should be judged. Everything we do for the membership is reflected in it. The way we communicate, the services we offer, the competitions we manage and the pathways we develop: all these, and others, need to be right for our members to feel that we are doing a good job. Our very low ratings in this area made it clear that few of you did, but a 40% improvement in the first nine months of the year (with the 12-month figures being polled as we go to press) shows that we have made a solid start in addressing that. We look forward to further improvement.

The knock-on effect has been that the retention of our members has also improved. Some of the attrition rate is a function of stage of life, but the part we are in more control of was too high, which means that we spend money less efficiently than we might when attracting people to the sport. Successfully retaining more members because they are happier to be involved is therefore good news for everyone, and we are glad that the metric is now moving in the right direction.

These two improved measurements are, we believe, the result of increased member consultation around coaching and competition; effective strategic advisory groups that guide the executive team as to what members want; and a much slicker membership renewal process, which makes that annual ritual less painful for everyone.

Our move onto apps begins shortly with Learning Curve – a product designed specifically for our key volunteers.

The other major impact of improved governance has come at the elite level, where we reversed the total loss of UK Sport funding for the Olympics. We will now receive £820,000 ahead of the Tokyo 2020, plus an extra £20,000 for our Paralympic team. These are big boosts, and while they will not matter to all members, many of you will be delighted that our leading athletes now have the best chance they can get. Fantastic medal success this year - 38 in total across Para, Olympic, Field, Compound and our Youth teams - is testament to tremendous progress at the top.

We are hopeful, too, that opportunities will increase by 2022, after we were invited – after much hard work, and alongside World Archery – to present to the Commonwealth Games selection panel for Birmingham. The decision on that will be made late in 2019.

By then, I will have completed my term as Chairman. I hand over to Mark Briegal - an excellent successor who I am sure will delight the membership. I wish him, and you, every success in the coming years.
Strategic Overview
from our CEO

I would like to start with a huge thank you to all of you who have helped make this year such a success. Thank you to our thousands of volunteers who work tirelessly to promote and deliver the sport, ensuring our members and people trying archery for the first time enjoy their experience. Thank you to everyone who has taken the time to offer feedback, through the various surveys or focus groups we’ve carried out this year; consultation with our members has been vital. We have covered a wide range of topics such as customer satisfaction, coaching, communications and governance to name a few. We are listening, and our plans over the coming months and years will be shaped by your feedback, allowing us to provide solutions to the challenges we face. It has also given us a deeper understanding of our different membership groups and what they want from the sport.

Working closer together with our volunteers has been the key to our success, only by working together can we realise our vision for the sport. I am delighted with the progress of the strategic advisory group. Their advice and input is fundamental to ensuring our future approach has grassroots archery at the heart of it. Our new ambassadors and mentor programme will allow us to inspire and develop the next generation of volunteers, and we know it only takes one inspirational person in a club to lead great things. Our Special Interest groups will come together to provide solutions and plans for our priority audiences and we are looking forward to delivering the actions they create. I am delighted that through a jointly funded initiative with Southern Counties Archery Society, we have appointed our first regional Club Development Officer and we look forward to working with our other regions and home countries on similar initiatives.

We are fortunate that our team of event volunteers, coaches and judges are among the best in the world and we are already looking at how we can increase our support of them in the coming years. Not forgetting our club secretaries who helped us to smoothly move our membership renewals online, which was a significant step forward for our sport. Thank you again, to all our volunteers for your continued support, whether you are helping at a have-a-go, running your club website or have the important job of supplying the refreshments, you all help to make our sport an enjoyable one.

I am delighted that we have seen a significant increase in our customer satisfaction rating and we’ve seen an increase to 68% in the retention of our members. Now we have begun to enjoy some success in tackling our attrition rate, we can focus on growing our membership by creating wider engagement with audiences on the periphery and outside of the sport. This, combined with our continued commitment to retaining more members, makes us confident that our numbers will swell once again.

We have continued to work hard on our commercial sustainability and welcomed Wales Archery as our official Youth Competition Partner. We also signed a new partnership with Errea as our Official Apparel Partner and we continue to work with our longstanding supporters of the National Tour – Hoyt, Truball Axcel and Merlin/Mylso.

On the Olympic side we were thrilled to successfully bid for an Aspirational Investment funding award of £192,550, which will support our existing medal support plan through to Tokyo. It’s testament to the trust our funding partners have in our ability to deliver results. On the Paralympic side we continue to meet our medal targets and have made huge strides in addressing the culture within the elite programme, following the successful implementation of our independent 11-point action plan.

Finally, we are waiting in anticipation for a decision on our bid to get archery included in the Commonwealth Games in Birmingham 2022. We have worked incredibly hard and are extremely proud of our bid. The support we’ve received from World Archery and our other Commonwealth Federations has been fantastic. We are hoping to have an indication by the end of May.

As a final note, I would like to thank the directors stepping off the board at this AGM. Mark Davies, Catherine Wilson and Pippa Britton have all made significant contributions to our organisation with sage counsel and guidance. Bob McGonigle is also retiring as Company Secretary and has been extremely knowledgeable and dependable for the many years I have known him and I am ever grateful for his support.

I hope you enjoy reading about our progress and wish you the very best for 2019. As ever, if you have any suggestions or feedback, please don’t hesitate to contact us on suggestions@archerygb.org
The five pillars of our strategy

**Vision**
Achive 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 the importance of clubs and the work they do, which is vital to the growth of our sport.

Our programmes under the Places pillar have evolved as our insight has deepened, along with changes to funding and internal structures. Our Places plan now includes our club development and facilities work. Clubs play a vital role in the growth of our sport, and we are committed to supporting them to retain members, develop future leaders in archery and ensure our sport remains attractive and accessible.

During 2018 we have:
- Delivered three webinars and five club development workshops - supporting 55 clubs
- 2000 ranges registered across the UK and supported 150 clubs with their dispensation through our range assessors
- 150 ontarget clubs - 36 Community, 18 Young People, 16 Performance Clubs
- Visited 26 Clubs offering individual support and advice
- Attended three regional meetings – reaching 40 clubs
- Co-funded a Regional Club Development Officer with Southern Counties Archery Society
- Advised on planning applications - 31 clubs affected and nine directly supported
- Merged Archery Training Centres and Performance specialism resources

Our vision has always been to have a strong and healthy network of clubs. Club development within archery must be realistic and sustainable. We are working with clubs to improve the quality of experience for our members.

We will continue to:
- Support the club network to thrive – making sure the club network has the right tools and guidance to be able to grow, develop and feel supported when doing so
- Empower clubs through better leadership - continuation of the ontarget programme, providing specific support for specialist clubs and fostering a development culture in clubs through individual empowerment
- Promote and facilitate strong and healthy clubs – a programme of support for archery clubs who proactively work together and therefore benefit from economies of scale
- Develop and promote opportunities for progression – expanding the ontarget competition but also implementing club activities that may develop from the Competition Review
- Sustain and continue facility development – support in modernising the current facility stock, advice and guidance on facility development and links with partners and entrepreneurial archery providers

ontarget
Our club development programme ontarget remains our main support tool for clubs looking to develop and grow. In 2018 we refreshed ontarget and shifted our focus to make sure we put the club’s needs at the forefront of the programme, ensuring we can tailor our support in the future.

52 clubs have gained a specialism, with an increase in clubs achieving and maintaining all three specialisms.

ontarget HUBS
We continue to support a pilot programme with Eagle Bowman of Bedford, St Neots Bowmen and Wellingborough Open Archery Club. Whilst still in its infancy, coaches have been busy supporting other clubs and sharing ideas to make a positive impact not only retention but active engagement of members. Each club has unique challenges but together they are working to overcome them. We hope to develop more HUBS in 2019 and 2020.

Regional Development
In 2018 we approached Southern Counties Archery Society with a joint initiative to employ a regional development officer. In January 2019 Toby Andrews was appointed as Regional Club Development Officer for SCAS. This marks a new chapter in our aim to support archery locally. We are also in discussions with other Regions about similar positions.

In 2019 we will:
- Update the club finder and competition diary
- Expand the Big Weekend and opportunities for clubs to advertise Have-a-Go’s and Beginners’ Courses nationally
- Continue to support ontarget clubs, growing the number achieving an ontarget specialism
- Expand the ontarget HUBS pilots, supporting clubs to work closer with each other to benefit from economies of scale
- Complete the analysis of range registrations, and proactively support clubs where they are in a position to make facility changes
- Launch a new scheme for partners and commercial organisations to create depth and reach in the facility stock available to the sport

Places
We recognise the importance of clubs in delivering quality archery experiences across the UK. We continue to work hard with our dedicated club volunteers to strengthen and support our vibrant club network - we know this area of work is vital to the growth of our sport.
Progress 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 we embarked on a journey to create a more visible and vibrant culture of coaching. Our activities are well under way with many new projects in progress. We have seen early successes, in particular, the launch of our new series of workshops for archers and coaches. Over 150 people have attended a workshop delivered by Lloyd Brown; Coach Development Manager. The feedback from these workshops has been really positive and we’ll continue to offer these opportunities in the year ahead. What is important about these workshops, is that they’ve been designed to be informal, practical and for all experiences, ensuring that there is something for everyone to be part of.

In 2018 Archery GB 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.

We have:

- Delivered a full programme of coaching courses to 600+ coaches and 1,800+ instructors
- Welcomed archers and coaches to our new series of workshops which were launched at the end of 2017
- Developed a new online learning community for coaches, judges and volunteers called Learning Curve. This is being rolled out in 2019
- Initiated a review and modernisation project to refresh our courses. This includes partnering with the University of Birmingham to conduct research into the experience of archers and coaches in relation to their motivation and experiences
- Refreshed the Archery GB Instructor Award to meet the needs of the outdoor sector
- Worked with World Archery Europe, the Serbian Archery Federation, French Handisport Association and Egyptian Archery Federation to strengthen disability archery in Europe and Africa through coach training (see picture)

For a full update on our coaching plans please visit www.archerygb.org/coach

With lots of new activities underway, 2019 is set to be an eventful year with lots more opportunities on the horizon for archers and coaches to get involved.

We would like to give a special thanks to all of our much-valued coaches, coach developers, and volunteers for their support this year. From the enormous effort put into giving archers a great experience in clubs, to the delivery of courses, to the support and encouragement the coaching team has received during the year. We really look forward to working with you in the year ahead.
Competition

An improved competition landscape in the UK is a key part of our strategy. Competition is an essential pillar of our sport and our aim is to provide a visible competition structure, which is easy to navigate and encourages people to enjoy, progress and achieve at whatever level and in whichever discipline they choose.

Following the extensive competition review and workshops, we were told the following actions were needed:

- Better communication around competitions, especially for entry level novices.
- Clear competition pathway that leads to National Squads and British Team.
- New improved rankings system.
- Provision of an online entry system for all competitions.
- More major one-day events.
- More support/resources for Tournament Organisers.

An archer that progresses in the competitive environment is likely to stay in our sport for longer and is more likely to progress into volunteering. This not only aids retention but allows organisations (both Archery GB and clubs) to attract and develop volunteers and reduce costs.

To begin addressing the feedback we have:

- Rebranded all national competitions under the umbrella of AGB Competitions.
- Recommended updates to a number of outdated rules.
- Recruited and trained more volunteers and brought them together under the AGB Competition brand.
- The calendar of events was reviewed and released much earlier (October), along with consistent opening schedules for 2019, advertised well in advance.
- Restructured our staff at Archery GB, dissolving previous volunteer committees and encouraging them to become part of staff-led working groups to ensure increased support, accessibility, and the ability to drive a consistent customer experience across all events.
- Introduced a new National Ranking system – for senior Compound and Recurve archers with the aim of increasing archers’ competitiveness by focusing on results. We continue to work with our valued volunteers on the Junior and Longbow and Barebow rankings. These will continue to be reviewed and enhanced over the coming years.
- Delivered Ianseo training workshops to Tournament Organisers.

For 2019 we will continue to:

- Create opportunities for Tournament Organisers to draw on support from Archery GB, enabling them to deliver high quality competitions at all levels.
- Continue research into the grassroots competition landscape and recommend improvements.
- Provide an ongoing training programme for national competition volunteers.
- Pilot a national novice competition in 2019.

Preparation work for the Junior European Championships in 2020 (Lilleshall).

Participation

Membership

The closing membership for 2017/18 stood at 42,802, a 4.1% decrease on the previous year. We believe our long-term strategic plan will address some of the challenges of growing and retaining our membership. Our strategy focuses on retention and our aim is to retain more members for longer; by supporting our clubs; by improving our competition landscape; by developing a vibrant and visible coaching workforce and by improving our members quality of experience.

Our aim is to make their journey as seamless as possible, so they participate in our sport for longer or return to us later; when life allows.

Junior Membership

Junior membership has remained at a similar level to 2017 at 8,417. Junior members continue to make up a significant part of our membership, accounting for 20% of our total membership last year. We are confident that the launch of our Young Ambassadors Programme will allow us to make significant impact in this area.

Direct Membership

We have seen a 17% increase in Direct members last year.

Disability Membership

Disability membership continues to grow, with 15.6% increase last year, which is now about 4% of our total membership. We are committed to improving this further, our sport is inclusive in nature and our Para Team led the archery medal table in Rio. We have begun establishing action plans and we are looking to roll out further projects in this important area.

Adult Membership

Our senior club membership (aged 18 and over) has declined to 33,714 from the 2016/17 total of 35,563. We are seeing some migration across the membership, but overall the membership in total has declined. We are working hard to address this challenge.

Supporting the membership

We are focused on improving our customer service to our members, with the launch of our new enquiries ticketing system. The introduction of this system has allowed us to understand the root causes of our membership enquiries, so we can offer the most efficient and correct support in answering queries or resolving problems.

We received over 1,500 enquiries between August and September 2018, during which time 70% of all our tickets were solved on the first response and the median response time was around 15 hours. As we move into the 2018/19 year, we are looking at ways to improve further, utilising our new helpdesk solution to monitor trends and types of enquiry. This will allow us to focus support on key areas, or produce more materials such as handy guides, videos, or other content, that will help all levels of members and volunteer officers within the sport.

Benefits

www.archerygb.org

15.6% INCREASE
Participation

Communities

DREAM BIG, WORK HARD, STAY FOCUSED & SURROUND YOURSELF WITH GOOD PEOPLE

Sport Team Strategic Advisory Group

Following a strategic and operational restructure in 2016, our Strategic Advisory Group (SAG) was formed. Its purpose is to:

• Check and challenge Sport Team Senior Managers as to the sport team’s activity, approach and future direction
• Provide ongoing insight and influence based on knowledge, skills, experience and values
• Meet twice per year with ongoing contact and conversations in between

Our work with the SAG, role models our commitment to connect, consult and collaborate, with our volunteers and members. It has provided us with a better understanding of our members’ needs and perspectives. It has enabled us to more effectively support and empower activities and people on the ground. A range of AGB staff have been visible at the meetings and the conversations have been energetic and overwhelmingly positive, whilst still challenging our thinking and plans.

The SAG is not a fixed group and remains open to anyone willing to give their time to meet and contribute constructively to the planning and delivery of archery across the organisation. SAG attendees have come from far and wide – the North East, South West, East and West and we have made the more central location of Beckett’s Farm shop, near Birmingham our regular base.

The group meets on a bi-annual basis with some 10-20 attendees consisting of previous Committee chairs, County and Regional officers, Club representatives, BUCCS representatives, as well as those that just want to give their time to share their archery insight and offer feedback on the activities and approach being taken by the Sport Team.

Our staff have found it extremely valuable to use the SAG’s knowledge, experience and input, we have shared insight and discussed our proposed plans for Coaching, Competition, Communities and Communication, all of which have been tested across the perspectives of members of the SAG.

The newly launched Ambassadors and Mentors programme, the introduction of novice-level competitions, as well as a change of direction in our Communications approach – to archer focussed content and human-interest stories, were all extensively discussed and explored at our SAG meetings.

With consideration already being given to the future direction of archery over the next five to ten years, the SAG will play an important role in helping shape our strategic direction, approaches and activities.

Community and Mentor Programme

We know that it’s our people who make our sport great

One of our aims is to retain more people in the sport for longer, by supporting and developing clubs, competition and coaching opportunities to improve the quality of people’s archery experience. We want to make sure that our participants enjoy their archery and have the opportunities to progress and achieve at whatever level they choose. Many lapsed members have a high interest in returning and our aim is to make their experience as enjoyable and memorable as possible, so they are more likely to return at a later date.

We appreciate that our amazing volunteers, within our network of clubs are integral to making the archery experience great for all those involved. We know it only takes one inspirational person to lead remarkable things in their club. In December we launched our Ambassador and Mentor Programme, designed to recruit, develop and support our future generation of volunteers. Our aim is to recruit a good mix of people, with different journeys into and through the sport. We want people with a passion for archery and a desire to help others enjoy the benefits of the sport, they could be fairly new to archery, a long-term participant, or someone with a talent and an ambition to help others.

The roles available include:

• Young Ambassador: aged 11 – 24 years, who can inspire a love of archery in other young people that lasts a lifetime. To share their story about what archery is like and to help their club grow and encourage other young people to try and stay involved in archery
• Student Ambassador: to encourage other students to get involved in archery and help their university club develop
• Club Ambassadors: to help their club grow and sustain participation in archery and ensure all involved have a quality experience
• Mentors: to share good practice, support and develop a community of Archery GB Ambassadors

The level of interest in the programme has been incredible, 36 people completed an expression of interest form for the various different roles. A selection panel met in February 2019 and were blown away with the quality of applicants and their passion and enthusiasm for archery.

Powered by positive people

Bespoke mentor training designed to develop and support our new team of mentors took place at Lilleshall in March, the following day 44 people attended our Ambassador Induction Day. It provided a great opportunity to meet other Mentors and Ambassadors, share ideas, understand the roles in more detail and to receive some training from our external partners. We were fortunate enough to have Youth Sport Trust Athlete Mentor, Jenna Downing, the world’s number one female inline skater and ten times British Champion attend. Jenna talked inspiringly, about her sporting journey and led interactive workshops on effective influencing, goal setting and aspirations.

We look forward to working with our team of Mentors and Ambassadors to deliver some really exciting projects and we look forward to celebrating their success and sharing their stories throughout the year.
Special Interest Groups

We embarked on an insight project over 18 months ago, from which we have identified four key priority groups – members aged 55 plus (our Core Market), Women and Girls (who make up a notable proportion of our short stay members), Children and Young People (who make up a notable portion of our short stay members) and disabled people.

We asked volunteers with expertise in these areas, to submit an expression of interest to become part of a working group. This group will help us create action plans aimed at retaining more members and improving the quality of their experience for those in our priority groups. We’ve received interest from ten people, who will be invited to a development day, where we will start to identify potential barriers and solutions, priority areas for delivery and the establishment of four specific action plans.

We understand that one size does not fit all

We know our different membership segments have different needs and want different things from their archery experience. To bring this to life, we have produced example profiles for each type of member. These profiles are real examples of our members’ journeys into and through the sport. They identify what they enjoy about archery, what frustrates them and how their archery experience could be improved. These profiles will be shared with our workforce (clubs, coaches, volunteers, mentors and ambassadors) to help them understand our different types of members and their needs. Our action plans, programmes and initiatives are focused on improving the quality of experience for our members so that they stay in the sport for longer.

We have identified four key priority groups:

1. Members aged 55 plus
2. Women and Girls
3. Children and Young People
4. Disabled People

Participation

New People

While retention of our members remains the focus of our work, we must continue to attract new people into our sport.

The School Games

7,126 primary pupils and 180 secondary pupils took part in archery competitions as part of the School Games last year using Arrows. With over 1600 intra and inter school competitions.

Arrows

In order to keep up with supply we had to source our own arrows for the kits last year, which had a slight knock on effect to sales. However, we still sold over 450 packs in 2018 and we are now in full control of our supply chain, which puts us in a strong position to grow sales again in 2019.

National Trust Partnership

Archery GB continues to grow our partnership with the National Trust Summer of Sport programme, aimed at engaging young people and their families in sport. In 2019 the number of locations will increase to 50 locations across the UK. We are already in discussions with the NT regarding their 125 year’s celebrations in 2020.

Archery Big Weekend

Last year nearly 6,000 people attended an Archery Big Weekend across 78 clubs. The Big Weekend is a great way to showcase archery to your local community, raise the profile of your club and sign people up to your beginners’ courses. This year we want to break our target of 100 clubs taking part in this hugely successful event – the date has been set for 17 – 19 May 2019. To find out how to get involved please visit www.archerygb.org/bigweekend

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Podium

Olympic Programme

Aspirational Investment funding award

In 2018 we took the opportunity to create an Aspirational Investment (AI) submission for additional UK Sport funding. We sought support for a series of things including additional coaching, more access to technical and specialist support, athlete subsistence and support for training, increasing athlete’s time as a team at Lilleshall, as well as international camps and competition support.

In December 2018, we were awarded £192,550 to take us through to Tokyo 2020, roughly three quarters of what we asked for. The AI funding will complement the existing Medal Support Plan, with both funding streams targeted at winning a Mixed Team or Team medal at the 2020 Tokyo Olympic Games.

The additional investment has allowed us to establish a Team Manager role to oversee the daily training environment and programme, ensuring it’s seamless with international event attendance and logistics, along with managing squad communication.

We’ve also appointed a National Recurve Assistant Coach to lead the daily preparation of athletes, in particular the stability, reliability and durability of shot. The role is also responsible for the preparation and delivery of performances for agreed athletes and teams at major international competitions.

We have established a National Recurve Competition Coach to act as coaching support for the team at major international competitions in 2019, with a key focus on the World Championship and OGP.

We are considering the role of a Technician along with exploring and enhancing existing biomechanical and psychology support. The athletes will also receive education and exposure to sessions on movement and posture.

Behind the scenes of our Tokyo Recce

In October 2018, four National Recurve squad athletes along with Performance Director David Tiltston and AGB National Coach Richard Priestman, flew to Japan for a week’s recce. The purpose of the visit was to:

• Test the British Olympic Association (BOA) Holding Camp options in Yokohama
• Familiarise ourselves with the emerging Olympic Village and competition venue in Tokyo
• Exposure to and experience of Japanese culture, language and food
• Exposure to and experience of another Team GB sport that was also visiting at the same time – Rowing
• Development of our own team dynamics and self-leadership.

The group spent time at Keio University, Yokohama, about an hour south of Tokyo. Keio University is the training base for much of the BOA’s Olympic operations and it was a great opportunity to stay and train on site. Here the team enjoyed mixed format competitions with the Japanese archers. We also took the opportunity to share a training session with GB Rowing and in return we were able to demonstrate the physical demands of pulling (not only once but 72 times) a competition Recurve bow.

The group travelled to Tokyo and took time to visit the Olympic Village and Competition venues in their building state. We were hosted by the Olympic Competition Manager and were able to get a really helpful insight into how the facilities and event will be run.

The trip gave us really useful insight into what we might face in terms of climate, cultures, arrangements and logistics in 2020 and developed some strong and positive team dynamics.

Naomi Folkard, four-time Olympian commented: “Japan has a deeply traditional culture which stems from how highly the people value respect, from this we can understand many of the Japanese customs such as extreme time keeping and their formality in presentations and greetings. Therefore I’m sure the Tokyo Games will be a unique Games from both the athletes’ and spectators’ perspectives.”

We will continue to utilise opportunities to visit Tokyo as well as warm-weather training camps and competition in our preparation for Tokyo.

Paralympic Programme

Tokyo presents some unique challenges to the Paralympic programme both from the accessibility of hotels through to the environmental risks such as heat and humidity.

Much of ParalympicsGB’s success in recent games has been grounded in the desire to be ‘best prepared’. There has already been four recce’s to Tokyo, with a further one in July with the athletes and wider support team.

To mitigate against the risks of heat and humidity we have been working with partners at the English Institute of Sport to look at how the predicted heat and humidity effects the athletes and staff, so we can put in place effective strategies to combat any risks.

As part of the work that has been undertaken to develop the culture in the Paralympic programme over the last few years, we have developed our own Paralympic performance brand, DARE.

DARE focuses on creating an environment where athlete’s and staff Dare to improve, where individuals Own their standards and their performances, which enables them to Excel through personal best performances, whilst doing this with Pride.

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Performance and Talent Pathway

Our Talent Pathway continues to evolve to meet the needs of our athletes, as well as aligning to our coaching and club strategies. In 2018 we successfully merged the Archery Training Centres with the ontarget Performance Clubs, setting up a sustainable club and talent system and ensuring a bright future for years to come. Our holistic approach allows us to create a system that will benefit coaches, judges and the wider volunteer workforce, as well as those athletes looking to improve.

The National Talent Development programme has seen record interest for both its Midlands and Southern locations for Recurve and Compound athletes. We are planning to launch our Northern location in the 2019/20 season.

Our vision is for our Talent Pathway to be world leading and we are well on the way. By establishing a bespoke and athlete centric learning journey for our athletes at every stage of the pathway, we can provide the best possible care and experience to all our athletes, coaches and volunteers.

International Competitions in 2018 was an exciting time for those on the Talent Pathway, with athletes consolidating their places as some of the best in Europe and the World. The 2018 competition season saw over 13 athletes make their competitive debuts, with three winning medals in both team and individual events at our key milestone event of the year, the European Youth Championships.

One athlete, making his international debut, qualified a Cadet Boys place for the Buenos Aires 2018 Youth Olympic Games in a highly competitive field at the European Youth Championships QCT. Meaning we achieved our maximum number of quota places for the best in Europe and the World. The 2018 competition season saw over 13 athletes make their competitive debuts, with three winning medals in both team and individual events at our key milestone event of the year, the European Youth Championships.

The Olympic Talent Pathway continues to evolve to meet the needs of our athletes, as well as aligning to our coaching and club strategies. In 2018 we successfully merged the Archery Training Centres with the ontarget Performance Clubs, setting up a sustainable club and talent system and ensuring a bright future for years to come. Our holistic approach allows us to create a system that will benefit coaches, judges and the wider volunteer workforce, as well as those athletes looking to improve.

Women into High Performance Workshop

In early 2019, we ran the first ever Women Into High Performance workshop (WIHP) at Lilleshall, linked to UK Coaching’s WIHP workshops, which our Talent Pathway coaches have been involved in for the last two years. The aim was to give more female coaches currently working in grassroots coaching, the opportunity to experience a High Performance environment. The workshop involved coaches developing and reflecting on their coaching skills around ‘understanding you’ and ‘developing our strengths’ which is linked to Archery GB’s coaching development strategy and UK Coaching’s WIHP workshops. We will be looking to develop this initiative using feedback from the initial workshop, with more workshops being planned later in the year.

Medals won at International Youth Events in 2018:

<table>
<thead>
<tr>
<th>Event</th>
<th>Recurve Cadet</th>
<th>Compound Cadet</th>
<th>Compound Junior</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Youth Cup 1</td>
<td>Ruby Paul - Recurve Cadet Women’s Individual</td>
<td>Ella Gibson, Izzy Carpenter and Sarah Moon - Compound Cadet Men’s Team</td>
<td>Ella Gibson - Compound Junior Women’s Individual</td>
</tr>
<tr>
<td>European Youth Championships</td>
<td>Jacob Reid, Thomas Susza and Daniel Thompson – Recurve Cadet Men’s Team</td>
<td>Lewis Haslam, Adam Carpenter and Matthew Wong - Compound Cadet Men’s Team</td>
<td>Ella Gibson - Compound Junior Women’s Individual</td>
</tr>
<tr>
<td>European Youth Cup 1</td>
<td>Ruby Paul - Recurve Cadet Women’s Individual</td>
<td>Ella Gibson, Izzy Carpenter and Lucy Mason - Compound Junior Women’s Team</td>
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</tr>
</tbody>
</table>

In the last 30 years of the European Youth Championships GB have only won two gold medals in total - so to come away with four gold medals, three silver and one bronze is incredible.
Project Rimaya

Originally named Project Eden after the Coventry based school which was the inspiration for the initiative, this SportsAid funded project was renamed to better reflect its aspirations and participants. Project Rimaya – Arabic for “archery” – is working to increase participation in archery from people from BAME backgrounds, especially women and girls, across the Midlands. These demographics have historically had low levels of representation within our membership.

A Sport England initiative, managed by SportsAid, the Backing the Best programme seeks to promote high performance success for a more diverse group of athletes in terms of ethnicity, disability, financial means and geography, with the aim of widening the demographic profile among athletes on the England Talent Pathway.

Over the last seven months, Project Rimaya has been working in three schools across Birmingham and Coventry. Led by coach, Emma Davis, pupils have taken part in weekly archery sessions leading up to escalating levels of competition. Before the Easter holidays, pupils will compete in their first inter-school tournament.

In order to ensure that the project’s activities have long term sustainability, the second stage of the project will see the addition of two new community training facilities in Birmingham and Coventry, specially created to meet the requirements of the project communities. The response from local people to our plans has been extremely positive, with over 20 new volunteers coming forward to train as Level 1 coaches. With considerable support from coach educator, Maggie Squires, and experienced coach and Archery GB board member, Yakub Ali, the first cohort of coaches are due to complete their Level 1 assessment in May.

Archery has a particularly cultural significance in Islam. In her article, Sport in Egypt: Cultural Reflection and Contradiction of a Society, Leila Sfeir notes that the Prophet Muhammad said that ‘education of the children should be that which takes care of the mind and body’ and urged parents to teach their children reading and writing, swimming and archery. The Prophet is also reported to have said that ‘archery is the best of your pursuits’. Because of this, and the sport’s amenability with a wide range of clothing choices, the project has a particular focus on engaging with Muslim women and girls although welcomes participation from everyone.

Medal Table

National Recurve

Hyundai Archery World Cup – Berlin
- Bryony Pitman, Sarah Bettles and Eleanor Piper – Recurve Women’s Team

Hyundai Archery World Cup – Antalya
- Patrick Huston, Tom Hall and Alex Wise – Recurve Men’s Team

National Compound

European Championships - Poland
- Neil Bridgewater, Adam Ravenscroft and James Mason – Compound Men’s Team

Para Team

Fazza International Dubai
- Victoria Rumary – W1 Women’s Individual
- Phoebe Pine – Compound Women’s Individual

Para Euro Cup 1 - Italy
- Jo Frith – W1 Women’s Individual
- Victoria Rumary – W1 Women’s Individual
- Jo Frith and Martin Saych – W1 Mixed Team
- Jo Frith, Jodie Grinham and Victoria Rumary – Compound Women’s Team

Para Euro Cup 2 - Czech
- Jess Stretton – Compound Women’s Individual
- Victoria Rumary – W1 Women’s Individual
- Jodie Grinham, Victoria Rumary and Jess Stretton – Compound Women’s Team
- John Cavanagh and Victoria Rumary – W1 Mixed Team
- Jess Stretton and John Stubbs – Compound Mixed Team

European Championships
- Jo Frith – W1 Women’s Individual
- Steve Prowse – Visually Impaired
- Victoria Rumary and John Cavanagh – W1 Mixed Team
- Nathan Macqueen and Jess Stretton – Compound Mixed Team
- Victoria Rumary – W1 Women’s Individual
- Hazel Chaisty and Dave Phillips – Recurve Mixed Team
- Nick Thomas – Visually Impaired

National Field

World Field Championships – Italy
- William Pike – Recurve Junior Boy Individual
- Naomi Folkard – Women’s Recurve Individual

Podium Podium
**Effective Governance**
Archery GB achieved compliance with the UK Sport Code for Sports Governance last year and we continue to hold the gold standard. We have to annually demonstrate that we pass over 70 tests that cover all aspects of governance. The code has multiple levels and we are at Tier 3, the most demanding.

**The committees of the board**
Much of the Board’s work is done in its committees. The audit and risk committee continued its oversight of the finances and risk of the organisation, reporting to the board at each meeting, and conducted a detailed review of the annual accounts. The nominations committee was also very busy this year with the appointment of the new chairman and senior independent director.

**Policy oversight**
All board regulations have a review date, normally one to three years after first publication dependent on the subject matter. In addition, the board reviews certain policy areas to ensure they are fit for purpose every three years. Policies in the area of welfare of members and sporting regulation have been reviewed to date and good governance and management will be reviewed in the coming 12 months.

**Communications**
The board continues to publish its minutes and regulations at the website for members to read. This year it has worked with the plain English campaign to ensure that they are written in a clear and consistent style. This has resulted in 60% of our documents receiving a crystal mark for clarity with the remaining being scheduled for the next year.

**Safeguarding**
We are delighted to report that since we achieved the Advanced Standards for Safeguarding and Protecting Children in Sports in 2013, we have consistently maintained a Sport England Green Rating for those Standards.
- In 2019 we will be working with the Anne Craft Trust to develop similar standards for safeguarding other vulnerable groups in sport
- We are actively involved in the NSPCC Child Protection in Sport Unit’s Skills and Knowledge working group and continue to support a variety of sport safeguarding research
- The Case Management Panel is in place to consider and decide on any necessary action in all safeguarding cases and DBS checks. We review and update the Disciplinary Policy and Procedures relating to case management
- The Safeguarding Strategic Advisory Group is a specialist advisory group to provide advice in support of the Archery GB Strategic Plan in areas relating to safeguarding Children, Young People and Adults
- We have a Safeguarding Champion on the Board
- 914 Enhanced DBS checks were carried out last year
- 184 members have signed up to the DBS Update Service, which is an online subscription that allows members to keep their Enhanced DBS certificates up to date and allows employers to check their certificate online

**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.

**Membership**
**A personal service**
Last year we focused on offering one to one support to Club Secretaries to help them transition onto our new online membership system. We produced a series of step-by-step guides to navigating the system. Our email and phone campaign offering assistance to clubs continued through the rest of the membership year - providing tailored support to ensure the process was as seamless as possible.

We were delighted to receive lots of positive feedback:

**Meriden Archery Club:**
“...I felt that I should drop you a short note to congratulate Archery GB and your team on the way the membership renewal system now works. Despite my initial concerns, this year’s renewals have gone extremely smoothly and with significantly less effort on my part. Within the next few days I expect all of those will have received their AGB Membership Cards by email and a significant number have already received their permanent plastic cards. This must be a record! Well done to everyone.”

**Wolverhampton Co of Archers:**
“I just wanted to drop you a line to say how well this year’s membership renewals have gone. There was plenty of warning that the new system was coming in, and so time to figure out what needed to be done. It took me all of half an hour to affiliate 78 members. This is in stark contrast to the paper system where I would typically spend about three hours checking and double checking. The online system did all of that for me, so all I had to do was click renew on those who were to be renewed. Simples.”

**FAQ’s were also added online to help with the more common questions from people using the system.**

**Improved system for answering enquiries**
In 2018 we introduced a new Zendesk email system, which has led to a more holistic approach, enabling us to provide quick responses to enquiries.

**Bob Price:**
“Prompt and just the information I needed. In today’s culture of not bothering to reply to email requests, it’s refreshing to even get an answer, let alone one with so much detail. Thank you again.”

- Enquiries can be sorted into correct categories and assigned to the most appropriate person to reply, as well as monitored so we know the volume of enquiries on certain topics
- People using the Zendesk system have the opportunity to provide a satisfaction rating, which has consistently been over 90% since its introduction
- Our customer satisfaction rating has improved by 40% over the last 12 months
- The majority of clubs are now amalgamated, which means they have one central, accurate view of all their members, and administration is minimised to one process for the whole club
Investing in Our Sport

In 2017 we generated a healthy surplus in line with our longer-term financial strategy of building our reserves for future investment within the sport. In 2018, we embarked on our investment strategy while having to absorb additional costs due to changes in legislation.

Last year, in line with our strategic plan we increased our investment within coaching, across the five objectives outlined in our coaching strategy. This will enable us to secure the sustainability of coaching by developing a business model for future investment back into coaching.

We also invested in the GB National squad while pursuing UK Sport for Medal Support Programme funds. Our approach was successful and we were awarded £630k by UK Sport in April 2018 and subsequently secured additional funding of £192.5k through the Aspirational Investment Award.

Total Income

**Total Income £3,252,666**

<table>
<thead>
<tr>
<th>Source</th>
<th>% of Total</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Subscriptions</td>
<td>39%</td>
<td>1,276,922</td>
</tr>
<tr>
<td>Competitions &amp; Events</td>
<td>6%</td>
<td>179,141</td>
</tr>
<tr>
<td>Advertising Income from Archery Magazine</td>
<td>2%</td>
<td>58,609</td>
</tr>
<tr>
<td>Other Income</td>
<td>0%</td>
<td>2,353</td>
</tr>
<tr>
<td>Coaching Courses</td>
<td>9%</td>
<td>294,331</td>
</tr>
<tr>
<td>Commercial &amp; Partnership Income</td>
<td>1%</td>
<td>42,063</td>
</tr>
<tr>
<td>Contributions Towards Talent Pathway &amp; Competitions</td>
<td>4%</td>
<td>116,937</td>
</tr>
<tr>
<td>Elite Programme Grant</td>
<td>34%</td>
<td>784,076</td>
</tr>
<tr>
<td>Grassroots Development Grants</td>
<td>15%</td>
<td>496,234</td>
</tr>
<tr>
<td>Total Income</td>
<td>100%</td>
<td>£3,252,666</td>
</tr>
</tbody>
</table>

Total Expenditure

**Total Expenditure £3,256,532**

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Total</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Costs</td>
<td>22%</td>
<td>728,508</td>
</tr>
<tr>
<td>IT</td>
<td>1%</td>
<td>34,853</td>
</tr>
<tr>
<td>Facilities Costs</td>
<td>2%</td>
<td>79,400</td>
</tr>
<tr>
<td>Telecommunications &amp; Distribution Costs</td>
<td>1%</td>
<td>43,885</td>
</tr>
<tr>
<td>Membership Services</td>
<td>25%</td>
<td>806,230</td>
</tr>
<tr>
<td>Legal &amp; Professional Fees</td>
<td>2%</td>
<td>51,346</td>
</tr>
<tr>
<td>Administration &amp; Other costs</td>
<td>1%</td>
<td>38,890</td>
</tr>
<tr>
<td>Irrecoverable Vat</td>
<td>3%</td>
<td>90,579</td>
</tr>
<tr>
<td>Depreciation</td>
<td>1%</td>
<td>20,268</td>
</tr>
<tr>
<td>Elite Programme</td>
<td>24%</td>
<td>784,076</td>
</tr>
<tr>
<td>Grassroots Development</td>
<td>18%</td>
<td>588,515</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>100%</td>
<td>£3,256,532</td>
</tr>
</tbody>
</table>

Turnover

Our non-grant income is very much inline with last year with small increases in Coaching income as activity levels have increased & Membership Affiliations income with the small subscriptions increase last year. Grant Income has reduced due to the loss of our Olympic Funding and being on a holding award with Sport England from April 2017 to December 2017.

How are we performing?

You have told us the areas that you think we perform well in and the areas that you don’t. We will continue to focus on improving our performance in the areas you believe are important.

<table>
<thead>
<tr>
<th>Area</th>
<th>% Well</th>
<th>% Neither Well</th>
<th>% Poor</th>
<th>% Very Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing opportunities to compete</td>
<td>66%</td>
<td>13%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>Supporting coaches and officials</td>
<td>68%</td>
<td>18%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>Access to coaching and development</td>
<td>68%</td>
<td>15%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Introducing new members to the sport</td>
<td>60%</td>
<td>14%</td>
<td>19%</td>
<td>7%</td>
</tr>
<tr>
<td>Supporting volunteers</td>
<td>70%</td>
<td>13%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Supporting club development and funding</td>
<td>56%</td>
<td>22%</td>
<td>16%</td>
<td>6%</td>
</tr>
<tr>
<td>Very Well</td>
<td>29%</td>
<td>16%</td>
<td>36%</td>
<td>3%</td>
</tr>
<tr>
<td>Well</td>
<td>37%</td>
<td>31%</td>
<td>21%</td>
<td>10%</td>
</tr>
<tr>
<td>Neither well nor bad</td>
<td>39%</td>
<td>24%</td>
<td>23%</td>
<td>14%</td>
</tr>
<tr>
<td>Poor</td>
<td>59%</td>
<td>37%</td>
<td>24%</td>
<td>10%</td>
</tr>
<tr>
<td>Very poor</td>
<td>47%</td>
<td>32%</td>
<td>33%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Affinity to Archery GB

We know we have a lot of work to do in building a strong affinity with our members, we know our members’ affinity is with their club, but we will be working hard over the coming years to address the areas you want us to focus on.

A reminder of our segments

Over the last 12 months we have received huge support for the surveys we have carried out, in areas of membership satisfaction, communications and magazine research, competition and coaching. The most far reaching survey has been the membership satisfaction survey, which has enabled us to segment our membership into four main types.

Segment 1 – Gold. Our Experts. They have more time and money available for the sport, and so have better equipment and better knowledge. Competing is key. Also, the only segment to show higher spending on events.

Segment 2 – Red. Our Eager Club Members. Shoot at clubs and in competitions. Concerned about expenses but not frugal. Practice frequently

Segment 3 – Blue. Our Enthusiasts. More price sensitive. Likes competing (potentially enjoy the social aspect) and appreciates the quality of archery and the challenge. Generally, think their knowledge is good.

Segment 4 – Black. Our Casual shooters. Practice less, compete less, spend less, have less knowledge. Aluminium arrows are key. Coaching and development as a focus. Enjoy the sport as a hobby or are new to the sport.

Principles

Membership

Understanding what you want from your archery experience

Understanding our membership allows us to make the right choices in relation to the services we offer and allows us to improve the quality of experience for our members and encourage people to stay in our sport for longer.

affinity to Archery GB

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<tr>
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<td>37%</td>
<td>24%</td>
<td>10%</td>
</tr>
<tr>
<td>Very poor</td>
<td>47%</td>
<td>32%</td>
<td>33%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Size of our Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>% of Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Survey</td>
<td>26%</td>
<td>827,666</td>
</tr>
<tr>
<td>Second Survey</td>
<td>27%</td>
<td>887,030</td>
</tr>
</tbody>
</table>

A reminder of our segments

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Where does your membership fee go?

We have tried to illustrate how a senior membership subscription of £46 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.

Where does your membership fee go?

Based on an adult club member fee of £46

<table>
<thead>
<tr>
<th>Absorption of Senior Membership Fee</th>
<th>£ Senior Fee Absorbed</th>
<th>£ Senior Fee</th>
<th>As a % of Total</th>
<th>£ Senior Fee</th>
<th>£ Senior Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety &amp; Security</td>
<td>£0.34</td>
<td>£0.34</td>
<td>2%</td>
<td>£0.34</td>
<td>£0.34</td>
</tr>
<tr>
<td>Case Management Panel</td>
<td>£0.12</td>
<td>£0.12</td>
<td>1%</td>
<td>£0.12</td>
<td>£0.12</td>
</tr>
<tr>
<td>Discipline Panel</td>
<td>£0.06</td>
<td>£0.06</td>
<td>0%</td>
<td>£0.06</td>
<td>£0.06</td>
</tr>
<tr>
<td>Membership Staff Costs</td>
<td>£4.41</td>
<td>£4.41</td>
<td>22%</td>
<td>£4.41</td>
<td>£4.41</td>
</tr>
<tr>
<td>Insurance</td>
<td>£1.69</td>
<td>£1.69</td>
<td>9%</td>
<td>£1.69</td>
<td>£1.69</td>
</tr>
<tr>
<td>IT</td>
<td>£0.13</td>
<td>£0.13</td>
<td>1%</td>
<td>£0.13</td>
<td>£0.13</td>
</tr>
<tr>
<td>Membership Cards Processing Fees</td>
<td>£0.09</td>
<td>£0.09</td>
<td>11%</td>
<td>£0.09</td>
<td>£0.09</td>
</tr>
<tr>
<td>Big Weekend</td>
<td>£0.09</td>
<td>£0.09</td>
<td>0%</td>
<td>£0.09</td>
<td>£0.09</td>
</tr>
<tr>
<td>Committee Costs</td>
<td>£0.29</td>
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<td>2%</td>
<td>£0.29</td>
<td>£0.29</td>
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<tr>
<td>AGM</td>
<td>£0.75</td>
<td>£0.75</td>
<td>4%</td>
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<td>£0.75</td>
</tr>
<tr>
<td>Governance - Board Costs</td>
<td>£0.34</td>
<td>£0.34</td>
<td>2%</td>
<td>£0.34</td>
<td>£0.34</td>
</tr>
<tr>
<td>Archery UK Magazine Costs</td>
<td>£4.82</td>
<td>£4.82</td>
<td>24%</td>
<td>£4.82</td>
<td>£4.82</td>
</tr>
<tr>
<td>AGA Arrow Pack Sales - Development</td>
<td>£0.02</td>
<td>£0.02</td>
<td>0%</td>
<td>£0.02</td>
<td>£0.02</td>
</tr>
<tr>
<td>Compound Senior Squad Training</td>
<td>£2.08</td>
<td>£2.08</td>
<td>11%</td>
<td>£2.08</td>
<td>£2.08</td>
</tr>
<tr>
<td>GB - Archery GB Co Funding</td>
<td>£0.74</td>
<td>£0.74</td>
<td>4%</td>
<td>£0.74</td>
<td>£0.74</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>£19.50</td>
<td>£19.50</td>
<td>100%</td>
<td>£19.50</td>
<td>£19.50</td>
</tr>
</tbody>
</table>

*Less trading income plus direct staff costs.

Breakdown of Membership & Related Costs

It can be clearly seen that the majority of the membership subscription fee offsets costs that relate to membership services, £19.49. We have shown in more detail how this is broken down in the graph below.

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 programmes. 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.

Longer Term Financial Forecast

Our longer term financial strategy is to ensure the organisation remains financially healthy and sustainable.

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.
**Partnerships and Commercial**

The current economic climate is continuing to prove difficult to navigate when it comes to gaining sponsorship, although sport is becoming more attractive to organisations who are not only looking for marketing opportunities, but also looking at ways to support participation and development.

In order to fully exploit the revenue opportunities that exist both internally and externally we have reviewed the internal operational structure and have taken the decision to reallocate resources in order to create a Business Development and Innovation team. Reducing our reliance on external funding will now take a more focussed and universal approach, addressing all possible areas within our activities where income streams can be created and adapted to maximise revenues.

**Our key focus areas will be:**

- The development and maximisation of Archery GB's Coaching Business Plan to deliver revenue opportunities through our own courses and workshops.
- Efficiencies in processing and the use of technology will allow us to reduce costs and increase revenues.
- Existing commercial/sponsorship partnerships for Archery GB events and assets.

The adaptation of our approach in moving towards a business development focus, enables us to maximise the revenue opportunities of our existing assets. We can drive revenue opportunities that are completely within our own control, reacting and innovating to the marketplace with a range of products that we know there is already a demand for.

**Technology**

Providing you with the best possible service

Our approach to delivering the best possible customer service is at the heart of our IT strategy, during the 17/18 Membership year we moved our Membership system to an online platform supplied by Sport:80. As with all new systems, it takes time to embed and we’ve received some very constructive feedback, which we addressed for the 18/19 year.

The new online system has enabled us to provide a better service to our members, and has addressed the security concern of sending and receiving membership returns by post.

**Improving our processes for our workforce**

Within the office and across the whole sport, we have been reviewing our use of paper and the associated processes. This has already led to improvements, with more in the pipeline as we look to streamline processes and make further improvements. At every point we will review the impact of our existing processes and receive feedback and improve these.

We take cyber security and management of personal information seriously

We have been working hard on gaining the ‘Cyber Essentials’ certification with our IT Support provider, Microtrading. We are pleased to announce that this is now complete and demonstrates that we take our cyber security and management of personal information seriously.

GDPR

In May of 2018 GDPR was fully enforced by the government, through the Information Commissioners Office, which coincided with the introduction of the 2018 Data Protection Act. A huge amount of work has gone on behind the scenes at Archery GB to ensure that we understand this very complex area and continue to keep up to date. Over the coming months there will be communications to Clubs, Counties and Regions about other areas of GDPR such as privacy notice updates and updated data sharing agreements.

The Sport and Recreation Alliance has worked to provide some good templates and tools for Clubs, Counties and Regions on their website. We would recommend that you use these templates and adapt them as required. We have worked with the Sport and Recreation Alliance, through Wright Kastle, to form a network across all governing bodies to understand the challenges GDPR presents to us all, and to help provide answers to complex situations.

We continue to provide advice and guidance to Clubs, Counties and Regions, any questions please contact GDPR@archerygb.org. We will be creating a GDPR FAQ fact sheet later in the year covering some of the more common questions.

Brexit also brings some GDPR challenges, but we are working with our cross-organisational network to understand what these may look like, and how best to approach these.

**Communication**

A new approach

During 2018 we completed a full review of our communications approach and channels. We asked you what you think and more importantly what you want. Thank you to everyone who completed our customer satisfaction survey and magazine research. Our new strategy is simple. At its heart is Archery – not Archery GB. There will be a shift in our editorial approach so it’s archer focussed – a celebration of the sport and an emphasis on helping our members ‘Improve their own game’. Underpinned by brilliant basics - our daily drumbeat of communications which demonstrate the love of archery or promote the development of the sport.

**Preferred communication channels**

- 93% prefer to receive communication by email
- 58% by website
- 34% by Facebook

**Social Media**

2018 was another great year for growth on the Archery GB social media platforms.

- Reached over 1.3 million users throughout 2018
- Average of 115,592 reach per month
- Over 411,000 minutes of videos watched (up 125% on 2017)
- Over 45 countries follow our page

**Email Newsletters**

We’ve been steadily growing subscribers to our email newsletters, we now have 19,500 subscribers which is 66% of our adult membership. With an average open rate of 53% (industry average is between 23-28%).
Lilleshall National Sport & Conferencing Centre
Newport
Shropshire
TF10 9AT

Tel: 01952 677 888

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