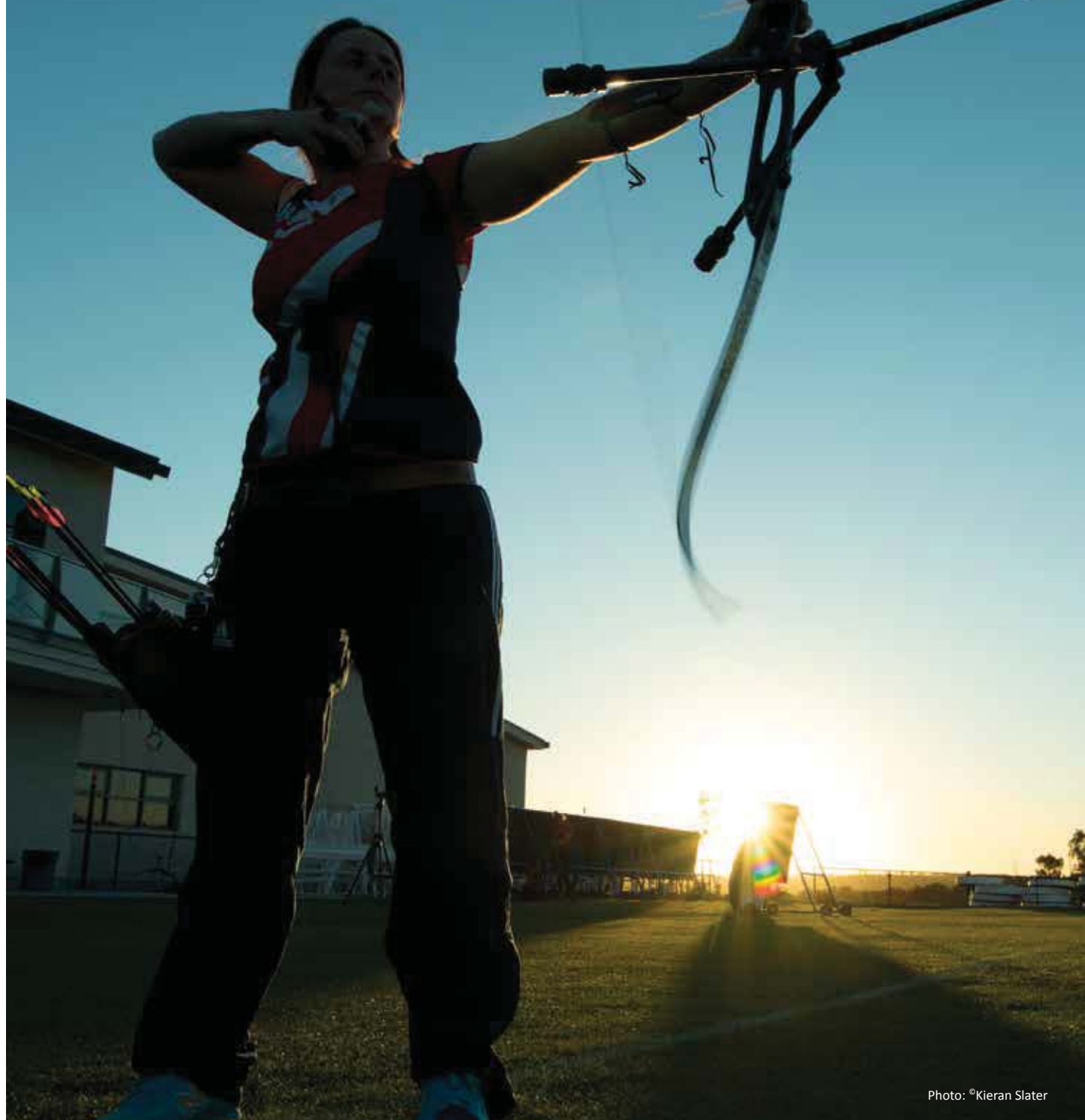


# Strategic Plan

2016 to 2020



# Strategic Plan

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## 2016 to 2020

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# Welcome

## **We are Archery GB, the national governing body for archery in the UK.**

Our role is to facilitate safe participation for current archers and to develop the sport so anyone who wants to take it up can do so. Archery is an inclusive sport, and as such we encourage participation in whatever form by those of every age, gender and ability. This document explains our strategy for doing that.

In order to ensure that our guiding principles are consistently applied, we have, over the past year, modernised our governance structure, such that the Board of Directors now consists of both directors elected from the membership and independent directors.

### The Board is committed to:

- being transparent, open and accountable
- behaving with integrity
- ensuring delivery of organisational purpose and strategic objectives by effective oversight

Our sport is dependent upon thousands of volunteers whose continued support and dedication is vital for its sustained development. These volunteers are highly valued and appreciated as they contribute to activities such as competitions, coaching, judging and many other elements which make our sport a success.

In December 2015 the Department of Culture Media and Sport (DCMS) published "Sporting Future: A New Strategy for an Active Nation", which is the government strategy for how sport can have



**Chairman**  
Mark Davies

a meaningful and measurable impact on improving people's lives. Archery aligns perfectly with this approach: ours is a sport in which everyone and anyone can participate.

We receive significant financial input from the government, as well as from the National Lottery. This welcome funding contributes to our success all the way across the sport - from growing participation at the grass roots right up to helping us identify and develop our high-performance archers in both Olympic and Paralympic events. We will continue to rely upon this support, but at the same time we are committed to developing alternative revenue streams so that we can maximise our opportunities as they emerge.

In embracing the strategy laid out in this document, we aim to get more people from across the nation and from every walk of life engaging with archery. We want to see people enjoying our sport as much as the generations that have gone before.



# 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



# Places

## Objective:

**To develop 50 new places to shoot and ensure that clubs are accessible and easy to find**

In 2010, Archery GB launched its first ever Facilities Strategy, and since then we have made significant progress in our understanding of archery facilities around the UK. Our strategy is more comprehensive, more ambitious and above all, insight led. It covers the disciplines of target and field archery and integrates our performance needs for Tokyo and beyond.

Over the last decade, archery has seen a dramatic increase in membership and participation. Our membership currently stands at over 46,000, which is a 63% increase in the last ten years alone and our adult once a week participation stands at 33,700, with once a month at 54,000. The exciting growth in these areas, must be accompanied by growth in the support structures that allow archers to participate and progress. The number of coaches, judges, competitions and facilities must grow if increases in participation and membership are to be sustained.

Our Facilities strategy will contribute to meeting our strategic objective of growing and sustaining participation. In 2014 Archery GB conducted research with former members to understand the reasons why people move in and out of the sport. The key finding was that there was no single traceable cause, although a high percentage (68%) of past members referenced personal circumstances as important reasons for leaving, including family circumstances, health or injury, movement out of the area, suggesting these reasons are outside of the influence of Archery GB.



Other factors which are more open to influence by action from Archery GB and its clubs were particularly interesting where personal circumstances were not rated as ‘very important’ (49%).

A notable proportion (29%) of past members recognised a range of club factors as important reasons for leaving, including facilities and atmosphere, with 21% of those who elaborated on their reasons for leaving, stated issues with the club offer or facilities.

## Our Facilities Strategy will focus on three key areas:

1. A strategic facilities lead to support our facilities development
2. Funding two programmes:
  - a. New Places for Target Faces – encouraging the opening up of new archery venues
  - b. Club signage programme – making clubs more prominent in their local communities in addition to using app technology to further develop our “Club Finder”
3. Update and review our facilities research





29% of past members recognised a range of club factors as important reasons for leaving the sport, including facilities and atmosphere



# Progress

## Objective:

To develop coaching and competition systems and structures that address the long term needs of the sport

This important area of work will contribute to a number of our strategic objectives, and in particular grow and sustain our participation. As well as contributing towards delivering and sustaining our Olympic and Paralympic targets, and assisting with reducing our reliance on external funding.

Progression of archers through our sport is a key priority for Archery GB, all archers want to experience achievement, enjoyment and a sense of progress in

their personal development; 26% of past members recognised skills development and progression issues as important reasons for leaving, including a lack of progressing their ability in the sport and the availability of coaching. Coaching and competition affects all levels and all disciplines of archery, from the heart of our grassroots activity right through to winning medals on the international stage. Coaching and competition are both essential ingredients that will retain archers in our sport for longer.

## Coaching

Archery GB's coaching workforce, both paid and volunteer, has a central role in ensuring the continued development of archers. Evidence shows that quality coaching leads to improved sporting and physical activity experiences. This in turn leads to more people playing and enjoying sport more often.

Our coaching strategy will increase archer and coach satisfaction based on the quality of their experiences, and raise the standards of our participation and performance outcomes. A reformed coaching system must demonstrate an informed approach to coaching archery, one that understands the broad range of skills and supporting knowledge that coaches in participation and performance environments require. This will include the pre-requisite technical, mental and equipment factors of the sport, alongside core coaching skills that can be tailored to meet the individual needs of archers.

**The coaching strategy will be implemented through professional and strategic leadership, sustainable funding, and will be developed using credible insight to inform coaching methodology.**

1. We will develop, lead and implement a long term coaching strategy
2. We will review and where necessary improve the Archery GB workforce and structure in order to achieve cohesion and commitment across the whole sport
3. We will review the current funding and staffing model for coaching
4. We will research the needs of current and future participants across environments
5. Early initiatives will aim to continue current progress and demonstrate the continued value and support to all areas of coaching, utilising the emerging and developing 'What It Takes To Win' concept

**The long term implementation of a whole-sport coaching strategy will lead to:**

1. Sustained and increased participation
2. Increase in the quality of shooting leading to individual achievements and success
3. Increase in the quality of coaching with GB team, led by British coaches of international calibre
4. Increase in archer and coach satisfaction
5. Increased chance of achieving a financially sustainable coaching model

81%

OF PEOPLE THINK  
COACHING IMPROVES  
THEIR ENJOYMENT OF  
SPORT

# Competition

**In 2013 Archery GB commissioned a comprehensive review of our complex competition structure, amongst other things, the review sought to:**

1. Review the strategic leadership given to competitions and events within Archery GB
2. Create a joined-up approach to competitions and events across the Coaching, Judging, Junior, Disabled and Rules Committees
3. Investigate the introduction of a central, national CRM database to assist with the managing of the events calendar, processing results and facilitating the production of national rankings
4. Improve the information provided by Archery GB on competitions and events to both members and non-members
5. To review Archery GB's rules as applied to competitions and events, with a view to
  - a. Aligning these as closely as possible with those of World Archery (WA)
  - b. Removing any perceived barriers to participation
6. To consider a clear divide in the calendar between indoor and outdoor seasons, e.g.:
  - a. Indoor, 1 October to 31 March
  - b. Outdoor 1 April to 30 September

Based on the recommendations from the 2013 competition review, the competition strategy will look to reform the competition landscape for the benefit of the whole sport. The competition strategy will be implemented through professional and strategic leadership, sustainable funding, and will be developed using credible insight to inform competition development and provision.

1. We will develop, lead and implement a long term competition strategy
2. This will lead to changes in the Archery GB workforce and structure in order to achieve cohesion and commitment across the whole sport
3. We will review the current funding and staffing model for competition
4. We will research the needs of current and future participants across environments
5. Early initiatives will aim to continue current progress and demonstrate the continued value and support to all areas of archery competitions including measures such as the creation of a database to coordinate calendars, results, rankings, join up committee activities across competitions and create regional leagues

**IN 2015, ARCHERY GB MEMBERS  
BROKE OVER 370 WORLD, EUROPEAN  
AND UK ARCHERY RECORDS**



# Participation

## Objective:

To bring a further 10,000 people into the sport (as measured by the Sport England Active Lives Survey) either shooting or volunteering across all ages, genders and abilities

Our participation strategy has been created to contribute towards meeting our strategic objectives, with a particular focus on growing and sustaining participation and reducing our reliance on external funding.

More people participating more regularly in archery will underpin all five pillars of our strategic plan and contribute towards achieving all of our strategic objectives. Archery GB's mission is to lead, grow and promote archery to provide greater value for our sport. By achieving our mission we will provide more people, from every background the opportunity to enjoy taking part in archery, whether it's shooting for fun, competing on the World stage, experiencing the thrill of watching a live competition, or becoming one of our thousands of talented volunteers.

Our evidence suggests that we need to address a number of essential components which are required to enable participation in archery and by doing so we will stand the greatest chance of raising participation levels.

### Factors that affect archery participation

For each of the factors that affect archery participation, our aim is to deliver a specific strategy which is evidence based, implemented through professional leadership and resourced effectively.



### Our Participation Strategy will focus on five priority areas:

1. Delivering our Places Strategy
2. Delivering our Progress Strategy
3. Young people
4. Adult and community
5. Integration of our Performance and Talent Pathways

Equality and diversity will be integrated into everything we do.



# Young People

One year before London 2012 Olympic Games, young British people put archery at the top of a poll<sup>1</sup>. When asked to select Olympic sports that they would like to try, but do not currently take part in, the runaway winner was archery. London 2012 promised to “Inspire a Generation” and our evidence suggests that young people taking part in archery is at an all-time high. Interest in archery amongst young people has remained vibrant and the current picture of young people in archery is a positive one:

Membership  
has increased

Participation  
has increased

Demand for  
archery is high

By 2020 we will have a more supportive and progressive culture towards young people, providing greater opportunities for more young people to take part in an enjoyable way.

## We will:

1. Provide effective management and delivery
2. Gain financial resources
3. Support non-club providers better
4. Greater support and opportunities available in the delivery of archery
5. Support clubs for young people better
6. Continue to gain insight into young archers

## KEY FACTS

**32% INCREASE**  
IN MEMBERSHIP SINCE LONDON 2012

**76% increase** in Junior Female Membership  
**26% increase** in Junior Male Membership

A third of all members  
are junior and university  
club members

**THATS**  
**15,235**  
**MEMBERS!**

AN ESTIMATED 100,000  
**UNDER 20 YEAR**  
**OLDS PARTICIPATE IN**  
**ARCHERY EACH YEAR**



**7% OF ARCHERY**  
**COACHES ARE UNDER 25**

**7%**



**OVER 900** **ARROWS**  
**PACKS SOLD**  
since September 2012 launch

<sup>1</sup> AXA Research (2011)



# Adult & Community

Archery GB recognises the commitment of our 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 will not grow. Since 2010 we have prioritised resources into the development of clubs and implemented our successful ontarget programme. We have helped archery clubs and community archery providers secure over £900,000 of funding through small grants, Sportivate, Inspired Facilities and our satellite club scheme.

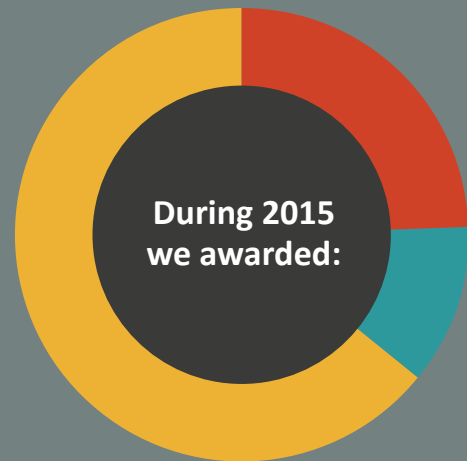
However, not all archery takes place within a club setting. Thousands of people attend 'have a go' archery events at activity centres, holiday parks, game fairs, outdoor shows and tourist attractions across the UK, we are fortunate as archery appeals to all ages and all abilities and the demand for archery is high.

The vision has always been to have a strong and healthy network of clubs. The drive nationally for sport clubs, is for associations of every size and make up to be self-sufficient, sustainable and provide the right activities by the right people at the right time.



## Archery GB will deliver this vision through five key priorities:

1. Promotion and facilitation of larger archery clubs and clubs working together
2. Development and promotion of club competitive opportunities, integrated into our competition strategy
3. Sustained and continued facility development through the facility strategy
4. Continued promotion of leadership for club development through ontarget, a greater emphasis on 'social archery' and 'individual empowerment'
5. Continued exploration and support for non-club environments



**£15,000** of small grants

**£7,000** to disability projects

**£39,000** to increasing participation clubs

We also helped clubs to help themselves by providing support with their grant applications



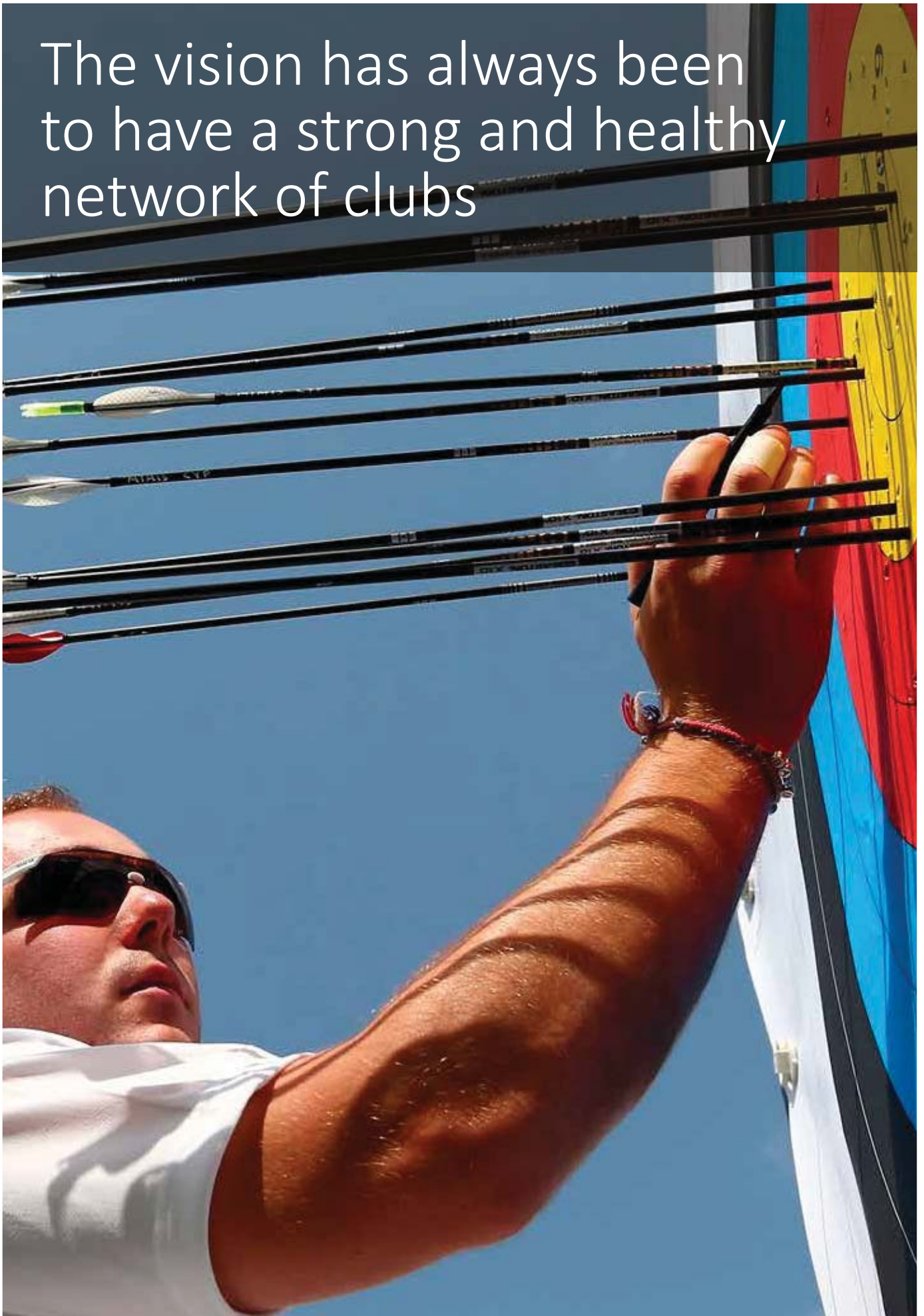
**297 Clubs**

are part of the Archery GB  
**ontarget** programme



The Archery Big Weekend has introduced an estimated 22,000 people to archery since 2012

The vision has always been  
to have a strong and healthy  
network of clubs



# Podium

## Objective:

To achieve our medal targets for the Olympic and Paralympic programmes for Rio and Tokyo (as agreed by UK Sport)

Our strategic objectives include the delivery and sustaining of Olympic and Paralympic medal targets. This requires:

- Defining which **athletes** are capable of being competitive at major international events, both over the next few years and also beyond Tokyo;
- Being supported by which **coaches** and what support service arrangements;
- In **environments** where they can learn, practice and prepare;
- At which **competitions** they can deliver the required level of performance

These four areas of athletes, coaches, environments and competitions, form the key pillars of our World Class Plan (WCP) and our strategies towards Tokyo and beyond. They will be underpinned by our how; an approach to thinking and behaving that will become our distinct character and our unique traits that will form the signature of a member of Archery GB Performance.

Across this Games cycle, we have created some areas of noticeable progress and strength, which we plan to build upon in the Tokyo cycle:

- We have enhanced the programme to a weekly centralised commitment from athletes
- We have invested in and developed the performance facility at Lilleshall
- We have established athlete development plans bespoke to each individual
- With UK Sport support we have improved our athlete to coach ratio's and using our own investment we have recruited a successful British Olympian as Senior Olympic coach
- Achieved second placed nation in the 2015 Para World Championship medal table
- We have recently recruited the services of a specialist equipment technician
- Our highly-regarded Paralympic Pathway has engaged in five Talent Identification camps, with support from the EIS and Help for Heroes, Recruitment and fast track development campaigns. This has resulted in the majority of our current and future medal potential being converted throughout our Paralympic Pathway at a considerable rate, providing a sound platform for sustainable success

Our Olympic and Paralympic squads have distinctly different performance statuses and therefore our vision for each squad has been set in accordance to these.

### Both Olympic and Paralympic squads seek to, "Compete with Pride and Inspire our Nation"

#### The Paralympic Vision for 2024 is to

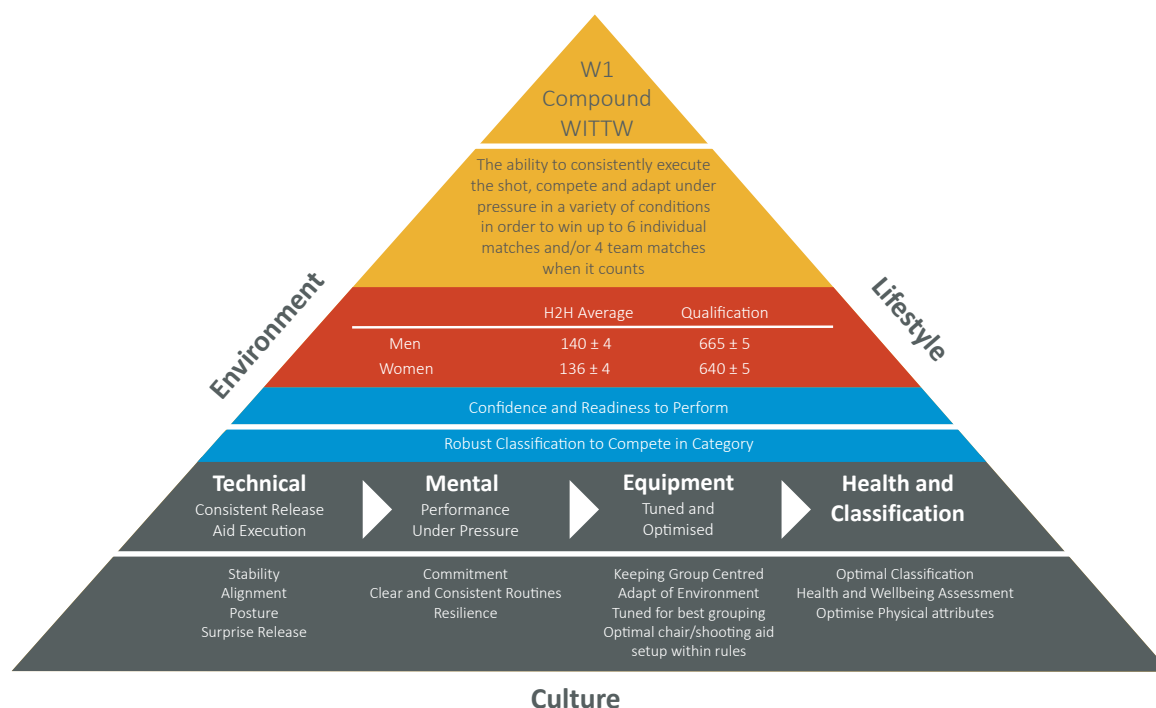
"Lead the Paralympic archery medal table, winning the highest proportion of gold medals at the Paralympic Games", with a Mission for Tokyo 2020, "to win 3-6 medals, 2-3 will be Gold"

#### 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 at least a top 8 place"



The sport has developed a **“What It Takes To Win” (WITTW)** framework. Whilst it addresses common areas across Olympic and Paralympic archery, it offers clear distinctions between the different classifications. Refer to the example below:



Through robust validation and a gap analysis of athlete performances against WITTW, our current strengths and priority areas for improvement have identified the following priority areas, listed in order of importance:

- **Athletes Confident and Ready to Perform**
- **Environment, Culture and Lifestyle**
- **Robust Classification (Paralympic only)**
- **Technical**
- **Equipment**
- **Sustainability**

**For each area we have developed measures such as:**

- **Athlete Confident and Ready to Perform:** At least 10 Paralympic athletes confident and ready to compete and adapt under pressure, winning 12-19 medals (7-9 Gold) across milestone events by the end of 2019
- **Environment, Culture and Lifestyle:** On our Athlete and Staff Insight Survey, the Areas of Morale, Added Value of the WCPP and Athlete Engagement will be consistently rated satisfactory (green) each year by the end of 2019
- **Sustainability:** All four elements of the EIS Performance Pathway Health Check will be rated satisfactory (green), by 2020

# Performance Pathway

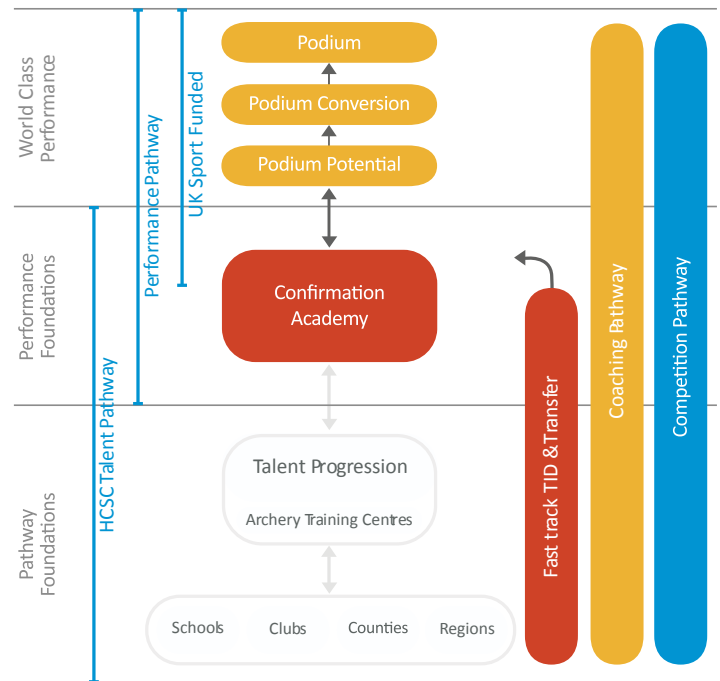
Our Performance and Talent Pathways extend from the Podium Potential Level of our World Class Performance Programmes down to our grassroots activity, where participants are keen to make the most of their talent by engaging in a training programme working towards an Olympic or Paralympic medal. The Performance Pathway serves as the spine for Archery GB Performance's strategic and operational activity.

We established our Olympic Performance Pathway in 2012 as a pilot Academy and our Paralympic Performance Pathway in 2014. Sport England Talent invested to establish the top of the England Talent Pathway between 2013-2017, through three Performance Academies. We have worked strategically with the Scottish Archery Association, Northern Ireland Archery Society and the Welsh Archery Association to align development activities and share knowledge and expertise.

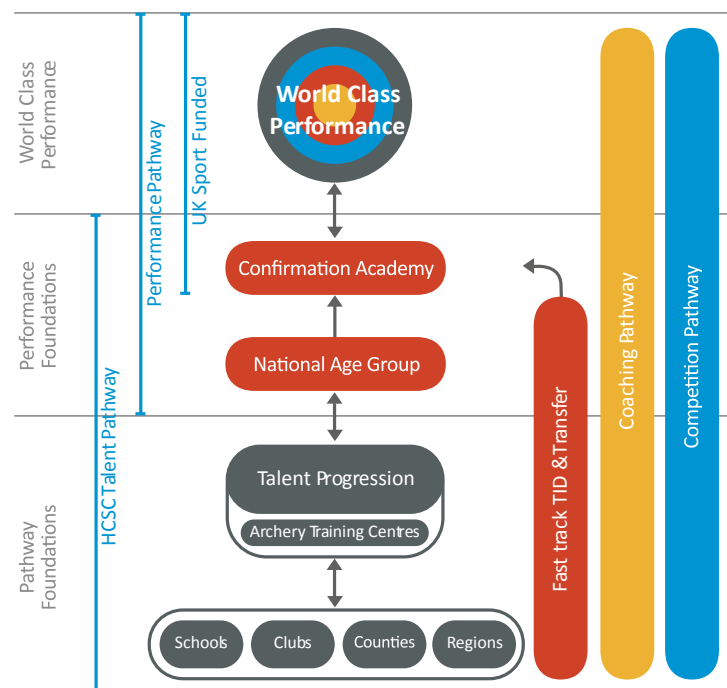
Since 2013, Archery GB has met or exceeded all Talent KPI's and Sport England awarded additional investment as part of its 'Rewards and Incentives' process in 2014. We used this investment to begin to connect the top of our Talent Pathway with the wider sport by piloting some Archery Training Centres. We also formalised a Paralympic Performance Academy, with identification and recruitment campaigns with the support of the Worshipful Company of Fletchers, Help for Heroes, the English Institute of Sport and the British Paralympic Association.



Archery GB Paralympic Performance Pathways



Archery GB Olympic Performance Pathways



Our Progress and Facilities strategies will integrate with the performance pathway, to ensure we have the right workforce in place, in suitable environments to support athletes through the pathway, ensuring the right competitions at which they can deliver the required level of performance.

Our Talent Pathways will continue to evolve and align to the needs of our Performance Pathway, serving our Olympic and Paralympic World Class Programmes and our wider strategic aims. We receive support for the England Talent Pathway and our key measures for 'Talent' will be set against three broad areas of Progression, Inclusion and Integration:

#### 1. Progression within our Talent Pathways

Through effective identification, recruitment, development and conversion we will populate our Talent Pathways to 80% of agreed optimal levels, by March 2021. The Pathway will be populated with athletes demonstrating a relevant profile for that stage of development, referenced against 'What It Takes to Win' on the Olympic and Paralympic stage.

#### 2a. Inclusion within our Paralympic Talent Pathway

Within our Disability Talent Pathway, ensure 90% of registered athletes have access to high quality learning and development opportunities.

#### 2b. Inclusion within our Olympic Talent Pathway

Within our Olympic Talent Pathway, ensure equality within our male and female ratios at each level of the Talent Pathway. This equality will exist for athletes and talent workforce, referenced against 'What It Takes to Win', by March 2021.

#### 3. Integration of our Talent Pathways

Communicate and connect effectively with the wider sport on how to create and sustain effective and aligned learning and development environments, yielding at least 20 integrated Pathway Foundation Zones for our Sport by March 2021.



### Olympic Talent pathway highlights

- Converted eight athletes onto our World Class Performance Programme
- Supported 60 talented archers each year through our Performance Academies
- Supported hundreds of athletes engaged in our National Talent Development
- Held Seminars with our Head of Athlete and Coach Development for over 90 Coaches
- Delivered a Talent Coach Development Programme which focuses on self-guided learning, observation and aligned coaching practice

### Youth Success since our pathway inception

- 1 x World Championship Individual Gold Medal
- 2 x World Championship Mixed Team Gold Medals
- 9 x European Championship/ Cup Team Gold Medals
- 1 X European Championship/ Cup Individual Silver Medal
- 6 X European Championship/ Cup Team Silver Medals

### Paralympic Disability Talent Pathway Highlights

- Converted eleven athletes onto our World Class Paralympic Programme
- Supported over 40 talent archers through our Pathway
- Supported over 80 athletes through targeted talent identification campaigns

# Principles

## Objective:

To provide strong and effective leadership that is fair, balanced and which inspires and recognises everyone in the organisation. Underpinned by a sustainable funding model achieved by diversifying our income streams

To achieve our strategic plan and meet the objective of having an effective operational plan, which will in turn allow us to reduce our reliance on external funding we will embed a culture of:

- **Leadership** - Strong and effective leadership that is fair, balanced and which inspires and recognises everyone in the organisation
- **Passion and Belief** - Belief in ourselves to deliver our sport with passion and commitment
- **Ownership** - Empowered and willing to take responsibility with accountability
- **Communication** - Clear and respectful communication at all times across all teams and stakeholders
- **Innovation** - Encouraging a culture of creative thinking
- **Equality and Diversity** in everything we do

**Archery GB has taken steps to review and reform its governance structure, which will ensure:**

### 1. An effective governance and decision making process

Ensuring all areas of the sport are operating effectively within a modernised infrastructure, which brings together and supports both our professional and

volunteer workforce. Our governance via the Board will have oversight such that we will;

- Ensure delivery of organisational purpose and strategic objectives;
- Have effective control;
- Behave with integrity; and
- Be transparent, open and accountable.

### 2. A sustainable funding model

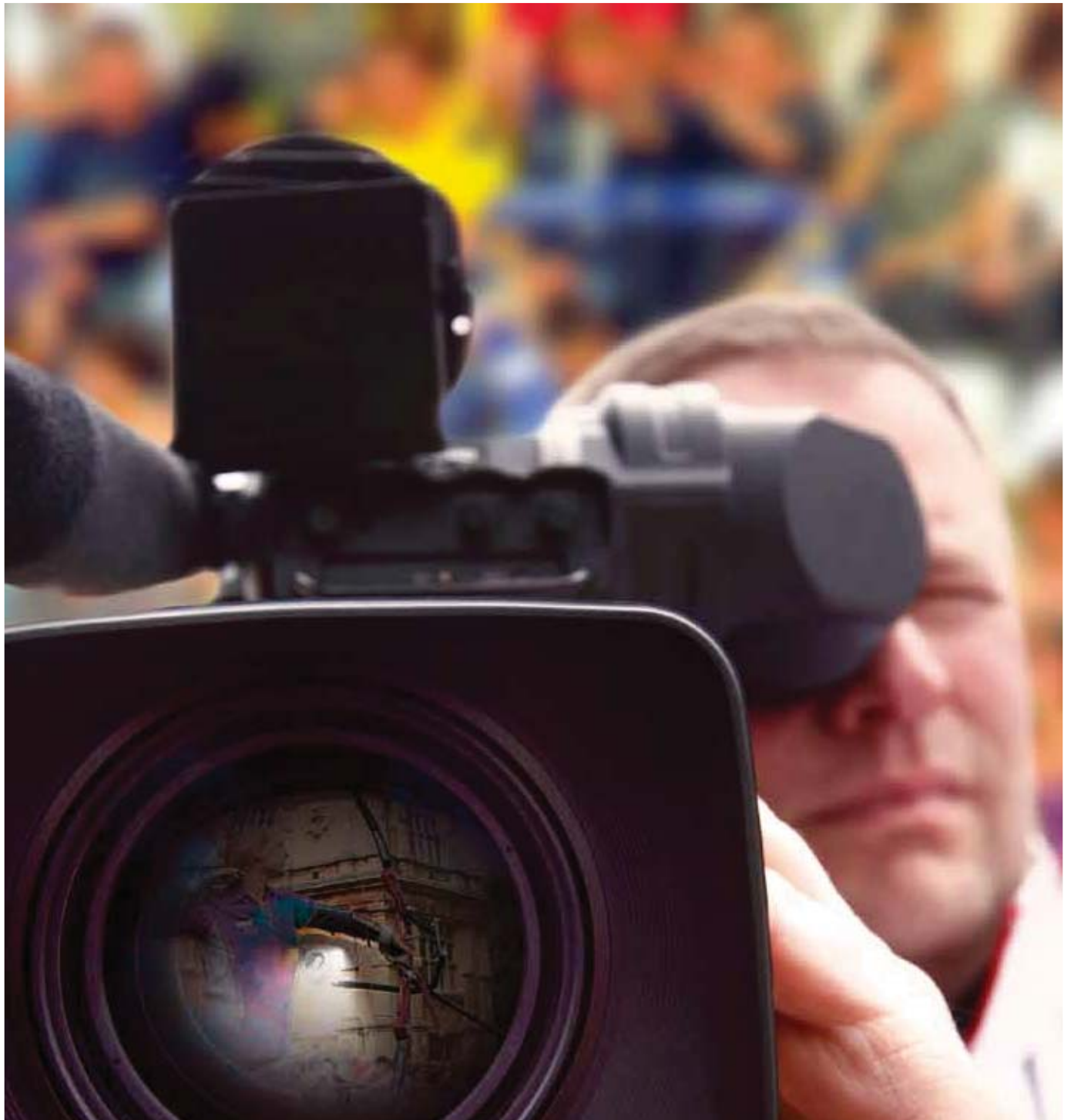
A planned investment strategy which will create a sustainable funding model achieved by diversifying our income streams

### 3. Decision making based on credible insight

Robust insight which will inform decision making to provide future strategic direction

We will create relevant, brand aligned communications for our various audiences and utilise technology to deliver via a channel that is most relevant to that audience. We aim to embrace digital technology to deliver enhanced customer service to our members and participants, as well as developing and implementing an information and business systems strategy that supports the strategic plan.





Over the last three years we have generated 762 pieces of media coverage with a campaign reach of 358 million



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Archery GB



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