

The “Bowmen of Adel” are the Archery section of the Adel War Memorial Association. This is also an archery club in its own right, affiliated to the GNAS (the national governing body), the NCAS (the regional society) and the YAA (the county association). As such, they are bound to aims, objectives, and rules of all these bodies.

The “Bowmen of Adel” will provide the sport of archery in all its forms to all sectors of the community, regardless of age, background, or ability.



This document describes the aims and objectives of the club, together with suggest actions for meeting them. While some of them can be addressed in the short term, it is recognised that some require major action which will take several years. It is anticipated that all actions listed will be at least started in the period November 2006 – November 2007. The document is Version **2.0** and will form the basis for a detailed plan to be updated as actions area taken.

Bowmen of Adel Business Plan - 2006

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1. Aims and objectives

1.1. We aim:-

- 1.1.1. To retain our current members
- 1.1.2. To provide and maintain the necessary facilities for archery to be carried out successfully and safely.
- 1.1.3. To increase our membership year on year, drawing from all sectors of the local community
- 1.1.4. To help all members to develop their full potential in archery
- 1.1.5. To provide archery opportunities throughout the local community
- 1.1.6. To take a full part in the Adel War Memorial Association
- 1.1.7. To continue our successes in postal competitions
- 1.1.8. To have members representing the club successfully at all local and regional competitions
- 1.1.9. To continue to take a part in the administration and other non-shooting roles of our sport up to national level
- 1.1.10. To run the finances of the club in an open and transparent way, so as to be able to provide for current and future activities.

1.2. Our objectives are:-

- 1.1.1. To remain one of the most successful sections of the AWMA
- 1.1.2. To regain our rightful position as a leading archery club in the UK

1.3. These aims are interrelated. The way in which they contribute to the overall objectives are shown in **Aims and objectives – Chart** on page 14

2. SWOT

2.1. Strengths

- 2.1.1. Our club has a hard core of dedicated and experienced archers who are willing to work hard for success.
- 2.1.2. The club has two Coaches (Level 2 on the national coaching system), with others in training to level 1. Other members have been trained at various levels of coaching in the past.
- 2.1.3. The club has an ownership stake in its facilities.
- 2.1.4. The club is seen as welcoming and friendly, particularly for family involvement. Child protection procedures are embedded into the club constitution.

2.2. Weaknesses

- 2.2.1. A lack of structure in developing new members has been seen hard to maintain, and failure to retain members
- 2.2.2. Archery is very much an individual sport, which involves long periods of individual practice, which can be discouraging
- 2.2.3. The club does depend on a small number of critical members for important functions.
- 2.2.4. Communication with members is difficult, and tends to be one-way.
- 2.2.5. The facilities at Adel, while better than those at many clubs, are still primitive in many respects, and poorly maintained but

for members' own efforts.. In particular, there are few indoor facilities for coaching, training, or maintenance.

2.3. Opportunities

- 2.3.1. Archery fits well with Government policy on exercise in schools and the community. Partnerships with schools are proving successful in growing and maintaining membership
- 2.3.2. Possible links with Leeds Metropolitan University have been mooted.
- 2.3.3. The sport is an Olympic sport, and is gaining extra publicity in the years up to 2012.
- 2.3.4. The sport is known and appreciated by a massive section of the population. Almost every one wants to give it a try.

2.4. Threats

- 2.4.1. The continued erosion of access to our shooting ranges from football and other sections is a major threat, and a continual source of dissatisfaction, leading to falling membership.
- 2.4.2. While there have been few significant incidents worldwide in recent years, archery could easily be seen as a dangerous sport, and attract unnecessary regulation
- 2.4.3. In a trend of falling membership, the basis on which AWMA contributions are assessed acts as a significant drain on club finances.

3. Aim 1.1.1 - To retain our current members

3.1. Current Position

- 3.1.1. The club has 65 members registered for the year 2006/7
- 3.1.2. . Of these, 20 are juniors, ranging in age from 17 to 8. One of these is a girl.
- 3.1.3. Of the 45 adult members, 11 are women.
- 3.1.4. None of the current membership is from an ethnic minority background, or is disabled.
- 3.1.5. Adult members pay £40 in club fees, while juniors pay £20. This represents a projected income from membership fees of £2,200.
- 3.1.6. Details of membership numbers are given in **Appendix – Membership trends – 1992-2006** on page 13
- 3.1.7. While the current membership number is average for the years covered, it represents a drop of 40% on the previous year.
- 3.1.8. Although it is difficult to assess the reasons for members not re-joining the club after they have left, general enquiries have highlighted the following areas of dissatisfaction:-
 - 3.1.8.1. The continuing intrusion of the Football season into our use of the outdoor range, and the disruption to our indoor schedule from the requirements of the drama section.
 - 3.1.8.2. Otherwise limited access to facilities, which are felt to be primitive.
 - 3.1.8.3. High fees and costs associated with the sport. Members feel they are not getting value for money from the AWMA in particular

- 3.1.8.4. Lack of a formal development path, particularly among Junior archers.
- 3.1.8.5. No sense of “gelling” as a club
- 3.1.9. The club organises several “Internal” shooting events for members:
 - 3.1.9.1. Club Championship (Indoors in March; and outdoors in August)
 - 3.1.9.2. A club handicap tournament – the Nock, held on a Bank Holiday in May
 - 3.1.9.3. Two summer “Social” shoots: an “American” as close to July 4th as possible; a “Strawberry Shoot” later in the summer
 - 3.1.9.4. A monthly club handicap competition
 - 3.1.9.5. During the winter months, a monthly outdoor competition
 - 3.1.9.6. We also enter teams to postal competitions in winter and summer.
- 3.1.10. However, participation in these has fallen, to the extent that the two “Socials” have been cancelled this year.

3.2. Actions

(N.B. Some of the areas of dissatisfaction will be covered under other “Aims”.)

- 3.2.1. The club will introduce schemes designed to retain members’ interest within the club: competitive ladders; internal awards.
- 3.2.2. The club will introduce a formal equipment hire scheme, to bridge the equipment gap between Beginners’ Courses and purchasing personal equipment.
- 3.2.3. Junior archers will have more detailed specific sessions arranged
- 3.2.4. More “social” events will be arranged, either “fun” shoots or outside the archery section.
- 3.2.5. To investigate ways in which the structure of fees can be made more tolerable. It is acknowledged that fees from GNAS/YAA/and NCAS cannot be restructured, but it is expected that the AWMA would prove more flexible.
- 3.2.6. The current internal shoots will be retained, although the structure and timing will be examined to make them more popular.

4. Aim 1.1.2 - To provide and maintain the necessary facilities for archery to be carried out successfully and safely.

4.1. Current Position

- 4.1.1. The club is based at the AWMA grounds at Adel. The grounds are managed by the Executive Committee, itself nominated by the Council. Any club member may submit themselves for election to the Council, and each section can also nominate one member to Council. At present we only

have one member on Council and none on the Executive. Archers on the Council have found it difficult to preserve the archery section's interests.

- 4.1.2. The club has lost out on the facilities over the years. The most recent cases are:-
 - 4.1.2.1. The outdoor shooting range has been curtailed by the building of the all-weather hockey pitch. It was previously possible to shoot clout distances across into that area; clout is no longer feasible, despite being a popular discipline within the club, and one at which we have county, regional and national champions. It is also now not possible to offer 100yards rounds in open competition, as the ground cannot comply with GNAS regulations at that distance.
 - 4.1.2.2. The grounds were for a long time available to archers at all times, with the agreement of the groundsman (who needs time for maintenance). This has now been restricted to times after 4:30 on weekdays. At weekends, while Sundays are available throughout the day, usage on Saturdays depends on Cricket fixtures. Increasingly, at the start and end of the outdoor seasons, the pitches are used for other sports. Although there is increased liaison between the secretaries of the sections, this has not stopped clashes of usage. However, for two years, we have had permission to shoot outdoors throughout the winter on the main cricket outfield.
- 4.1.3. The indoor season nominally lasts from October 1st to March 31st each year (26 weeks). For the 2006/2007 season, the club is restricted to Sunday afternoons/evenings, and Thursday evenings from 22nd October 2006 to 29th March 2007, with a break at Christmas through to the end of January. Some Tuesday evenings have also been made available. This is a total of 17 weeks availability out of 26.
- 4.1.4. The indoor range in use through the winter allows a maximum distance of 20 yards. While this is acceptable for our main shooting needs, it does not allow for any realistic coaching observation and advice during the season during which it is most required.
- 4.1.5. Lighting and heating on the indoor range are poor. The lighting on the targets is varied and casts shadows. The hall quickly becomes hot and stuffy, with no possibility of improved ventilation.
- 4.1.6. The facilities in the pavilion are at times primitive.
 - 4.1.6.1. Toilets are limited and of poor standard.
 - 4.1.6.2. The fabric of the building is kept in poor repair, requiring club members intervention (eg doors of storage area have been replaced; lighting in the storage area has not been repaired in two years; members repainted the walls and woodwork this summer)

- 4.1.6.3. The rooms available are cramped, with limited storage and workshop areas.
- 4.1.6.4. Catering facilities, while generally adequate, are regularly overstretched when there is also a cricket event.

4.2. Actions

- 4.2.1. To agree with all involved sections (indoor and outdoor) a set of shooting dates and times that is sufficient for our needs, and is predictable far enough in advance to allow for planning and organisation.
- 4.2.2. To reinforce the statement in the Guidance to Sections of our primacy on the outdoor range from April 1st to September 30th, respecting our rights to carry out our sport.
- 4.2.3. To develop a similar statement with regard to use of the hall from October 1st to March 31st, with the AWMA authorities and the relevant sections.
- 4.2.4. The following is simply a list of desired physical facilities.
 - 4.2.4.1. Dedicated indoor shooting facility.
 - 4.2.4.2. Improved toilets for both men and women
 - 4.2.4.3. Enough ground for tournament shooting up to 100yards plus Equipment, Waiting and Tenting areas.
 - 4.2.4.4. Grounds to be marked up for the required distances throughout the outdoor season
 - 4.2.4.5. An area for clout shooting (260 yards by 150)
 - 4.2.4.6. A separate outdoor coaching and training area
 - 4.2.4.7. Increased storage at both the outdoor and indoor ranges
 - 4.2.4.8. A workshop area
 - 4.2.4.9. An improved refreshments and social area in the pavilion
 - 4.2.4.10. An improved administration area in the pavilion.
- 4.2.5. Although it is recognised that these facilities could not be achieved without assistance from the AWMA and widespread use of lottery and other grants, the club will maintain a development fund from any surplus funds accrued. This fund could be made available as a contribution to any future development projects.
- 4.2.6. To liaise with AWMA to ensure that any lottery funds gained for association projects do not rule out any funds for improving archery facilities.
- 4.2.7. It should be recognised as a possibility that one possible way of achieving these facilities would be to leave AWMA for another site. There are no plans to consider this at present.

5. Aim 1.1.3 - To increase our membership year on year, drawing from all sectors of the local community

5.1. Current Position

- 5.1.1. Once a year, on May Bank Holiday, the club holds a “Have a Go” day at which members of the public can try archery for half an hour or so.

- 5.1.2. Following this, throughout the summer, we hold several six-week Beginners' Courses. Following GNAS guidelines, these are open to the public, and participants do not have to join the club to take part. Facilities indoors are not suitable for a beginners' Course.
- 5.1.3. After the course, if participants wish to join, they are encouraged to (although they are free to approach other clubs, as their training will be considered sufficient elsewhere). This is the club's main recruitment method.
- 5.1.4. The club also maintains a website (www.bowmenofadel.org.uk) which attracts occasional requests to join.
- 5.1.5. Although the numbers joining each year are relatively small, it is felt that the facilities of the club are insufficient to handle a larger increase.
- 5.1.6. Although archery is a sport at which people with all kinds of disability can compete, the club currently does not have any disabled members. Outdoors facilities are not ideal, particularly access to the field, which is extremely difficult for wheelchairs.

5.2. Actions

- 5.2.1. The basis of addressing this aim must be the retention of current membership, as described above
- 5.2.2. A positive programme will be developed of building relationships with outside organisations, typically schools or other education establishments. This will formally offer opportunities to participate in archery, either at their site or at the club.

6. Aim 1.1.4 - To help all members to develop their full potential in archery

6.1. Current Position

- 6.1.1. There are three level 2 coaches at the club, and two more in training for Level 1.
- 6.1.2. In recent seasons, most of the efforts of the Coaches have been directed at beginners' courses outdoors, and one session a week indoors. This has left little time available for individual development.
- 6.1.3. It is a stated part of the coaches Code of Conduct that coaches may not approach archers and offer assistance, but must wait to be asked. While this is understandable, it has meant that most archers never get over the initial difficulty of asking for assistance.

6.2. Actions

- 6.2.1. Coaching will be further developed at the club. More members will be encouraged to train as Level 1/Level 2 coaches.
- 6.2.2. Coaches will be more proactive in approaching members, and individual development plans will be designed.

6.2.3. Coaching relationships will be made more formal, with both parties agreeing to work together.

7. Aim 1.1.5 - To provide archery opportunities throughout the local community

7.1. Current Position

7.1.1. On request, the club runs Have-A-Go sessions for outside groups, such as rotary Clubs. These can be held at Adel, or at suitable external grounds.

7.1.2. Some of our members have also been involved in recent years in teaching archery in schools, either as an after-school club, or as part of GCSE courses.

7.2. Actions

7.2.1. The club will proactively build relationships with local schools and educational establishments, in particular those schools for which we have provided Have-A-Go sessions already.

7.2.2. A formal tariff for organisational Have-A-Go sessions will be drawn up, and offered to local organisations.

8. Aim 1.1.6 - To take a full part in the Adel War Memorial Association

8.1. Current Position

8.1.1. While the members accept that we are a section of the AWMA, and bound by their requirements, the Association is often seen as an impediment.

8.1.1.1. Decisions on facilities are seen as being made without consultation, usually in favour of other sections, particularly Football and Drama.

8.1.1.2. The statement in the "Guidance to sections" on Archery's prime usage of the archery range in summer is ignored.

8.1.1.3. Representation on the Council appears mainly to be used as a means of downward communication; the Executive seems to be a closed shop.

8.1.2. This may have arisen for a combination of reasons, some of them rooted in distant history. In particular, the Archery section has to share its facilities with several sections, and so might be perceived as being in conflict with large sections of the Association

8.2. Actions

8.2.1. To become more involved in the running of the AWMA, in particular to try to have a member elected to the Executive.

8.2.2. To continue to foster good relations with all other sections.
For example:-

8.2.3. Arranging a Have-A-Go for all AWMA members and their families, perhaps with an inter-section competition

8.2.4. Sending the AWMA Officers and sections a copy of our regular newsletter.

8.2.5. Continuing to encourage members to take part in the social activities of the Association, such as Quiz nights and plays.

9. Aim 1.1.7 - To continue our successes in postal competitions

9.1. Current Position

- 9.1.1. The club enters teams into the Winter and Summer Postal leagues. In recent years we have won several divisional medals.
- 9.1.2. However, this summer, although teams were entered, we failed to enter sufficient scores in each month. This seemed to be part of a general downturn in shooting..

9.2. Actions

- 9.2.1. Dates of Postal shoots will be more prominently displayed, both in the newsletter and on notice boards.
- 9.2.2. Team details and results will likewise be displayed prominently
- 9.2.3. Committee members will be assigned to contact all archers to ensure they are aware of the Postal requirements
- 9.2.4. We will investigate ways of giving the actual shoot more interest. (NB The introduction of monthly trophies for the Frostbite shoots has stimulated interest successfully).

10. Aim 1.1.8 -To have members representing the club successfully at all local and regional competitions

10.1. Current Position

- 10.1.1. A very limited number of members attend external tournaments, though those that do frequently win medals and trophies. It is very rare for the club to be able to enter a team at such events.
- 10.1.2. There is a widespread reluctance from members to shoot outside the club. They fear the standard would be too high, or that they would not be welcome (neither of these is true).

10.2. Actions

- 10.2.1. To identify a number of tournaments throughout the year at which the club should be represented. Entry to these tournaments should be subsidised by the club.
- 10.2.2. A club member would be designated as the focal point for tournament information and entries. Part of their role would be to “drum up” entries, actively providing members with a calendar and arranging entries.
- 10.2.3. At tournaments, one member would be nominated as a Team Manager, preferably non-shooting. Their role would be to mentor inexperienced tournament goers, co-ordinate team entries, and help the day run smoothly.
- 10.2.4. A system of club “Caps” to be devised, recognising members who have represented the club in teams at tournaments.

11. Aim 1.1.9 - To continue to take a part in the administration and other non-shooting roles of our sport up to national level

11.1. Current Position

- 11.1.1. The club is run purely on a volunteer basis. The members active in administration and other roles seem to be taken from a very small sub-set of members
- 11.1.2. Two members of the club currently hold positions on committees outside the club. This has proved very useful in promoting opportunities for club members and receiving prompt information.
- 11.1.3. Several members of the club are also involved in coaching and coaching organisation further afield
- 11.1.4. The club holds two open tournaments each year; our outdoor tournament is held at Adel in September; our indoor tournament is held in Quarry House in Leeds in January.
- 11.1.5. We also host the "Wharfedale" tournament, a longbow event, in September.
- 11.1.6. We also initiated the annual St George's Day longbow tournament, supported by the Royal Armouries, and have been named by the Armouries as the official partners.

11.2. Actions

- 11.2.1. To examine the constitution of the club, and the roles carried out, with a view to involving more members.
- 11.2.2. To promote an understanding of the structures of the sport outside the club, with a view to continuing involvement.
- 11.2.3. To continue to hold the high-quality, friendly tournaments on our current programme, involving as many club members as possible
- 11.2.4. To investigate the possibility of adding a further prestige tournament to the calendar, in the early part of the outdoor season.
- 11.2.5. We shall aim to be an early participant in the GNAS "Clubmark" scheme, promoting high standards of development and administration. This is becoming more necessary in accessing public facilities and grants.

12. Aim 1.1.10 - To run the finances of the club in an open and transparent way, so as to be able to provide for current and future activities

12.1. Current Position

- 12.1.1. The main income of the club is from membership subscriptions. This is supplemented by:-
 - 12.1.1.1. Tournament income
 - 12.1.1.2. Have-A-Go days
- 12.1.2. Members of the club also have to be members of (and pay fees to):-
 - 12.1.2.1. The AWMA
 - 12.1.2.2. The Grand National Archery Society (GNAS – the NGB)

12.1.2.3. The Northern Counties Archery Society (NCAS the regional body) and the Yorkshire Archery Association (YAA – the county organisation)

12.1.3. Fees for the AWMA, and club membership fees are collected by the AWMA annually in September; fees for the archery bodies are collected by the club, also in September, and paid over in their entirety. The combined annual costs of fees for adult members is currently around £120, payable in September.

12.1.4. . The archery bodies' fees for those joining after April are payable in full, but last until the September of the following year. There are reduced AWMA and club fees for those joining after April, with full annual fees payable in September. This acts as a disincentive to new members joining after a Beginners' course, typically in late July or August.

12.1.5. The main expenditure covered from club membership fees consists of a "donation" to the AWMA, and renewal of equipment (bosses, faces, arrows, bows).

12.1.6. The AWMA "Donation" consists of an obscurely-calculated per capita sum, payable in two instalments, based on previous year's membership. This latter factor can lead to financial difficulties in periods of falling membership, although the opposite is also true.

12.2. Actions

12.2.1. To continue to run the financial affairs of the club at a slight annual surplus, with the excess going in to a development Fund.

12.2.2. To ensure that the club holds sufficient funds to:-

12.2.2.1. Maintain club equipment

12.2.2.2. Pay the AWMA donation

12.2.2.3. Run planned events

12.2.2.4. Pay the training fees of coaches.

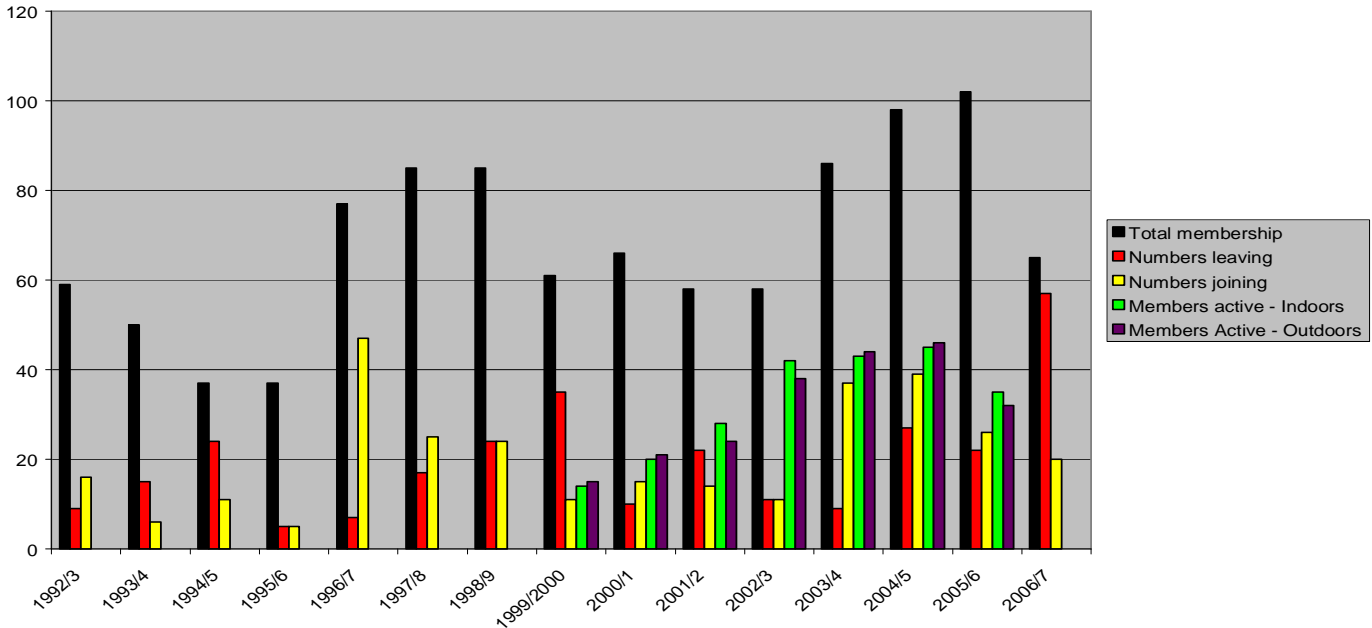
12.2.3. To work with the AWMA to ensure that the basis of the donation continues to be fair and transparent.

12.2.4. To investigate, with the AWMA, ways in which the "hit" of subscriptions in September can be reduced, particularly for families.

12.2.5. To investigate, with the AWMA, ways of giving better value for money for those joining in the latter half of the outdoor season.

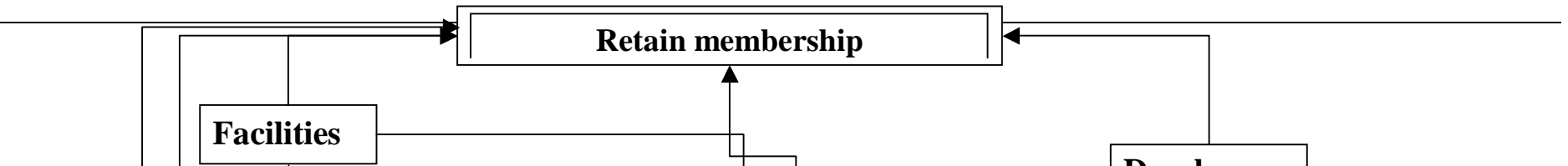
13. Appendix – Membership trends – 1992-2006

Membership 1992 - 2006



14. Aims and objectives – Chart

Bowmen of Adel Business Plan - 2006



Bowmen of Adel Business Plan - 2006