Developing your club

Every club is different. Clubs differ in many ways – size, objectives, ethos and culture. Club development is often an overused word and some clubs shy away from it as they think it involves paperwork, bureaucracy and red tape. When in reality starting a junior section, running a new tournament, finding facilities and qualifying as a coach are all club development activities.

This guide aims to provide clubs with information to assisting club to grow, develop and improve and provide structure and vision for club development from Archery GB. The health of archery clubs will match the health of the sport.

Club development is not policy; it is a choice. Not all of the information will be relevant for your club, so ‘cherry pick’ the information you need and only do what your club can realistically achieve.

Finally, this guide should point you in the right direction. Remember, an individual will struggle to do everything. You need commitment from the whole club.

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ontarget

ontarget is Archery GB’s club development programme. A progressive, evolving programme which is simple and free to join. All UK archery clubs that are members of Archery GB are eligible to join ontarget. As well as English clubs, Scottish, Welsh and Northern Irish clubs can apply to be involved with ontarget.

Benefits

Through the ontarget programme we wish to reward those clubs who are working hard and to support those who would like to develop further. Joining the programme will offer the following benefits:

Recognition

We will recognise clubs for their commitment to joining ontarget by publicising club names and their achievements, promoting clubs to partners, schools and the local community, and by organising annual awards celebrating club and volunteer successes.

Rewards

Upon joining, a rewards programme will be available for clubs to access and at stages throughout the scheme. A small grant scheme will be available for clubs to increase capacity or attract new participants.

Development

Clubs will be able to access resources to develop and enhance the club and its activities. Officer support, guidance, templates and documents is available and clubs can apply to work toward becoming a specialist club in one or more of three areas – Community, Young People and Performance.

Specialisms

As part of the Development stage, archery clubs will be invited to work towards a specialism. There will be three specialisms – Young People, Community and Performance. Archery GB will promote these specialist clubs to new members and our partners.

Each club will decide which specialism is most appropriate for them, and will be given guidelines on how to achieve and maintain it. A small grants scheme will be available to assist clubs in meeting the necessary criteria and clubs will be able to have more than one specialism. Encouraging clubs to
specialise according to their strengths, and helping them tackle their weaknesses through the criteria and grants schemes will help develop a network of strong healthy clubs across the UK.

For more information about ontarget and how to get involved, visit www.archerygb.org

**Action Planning**

In order to understand where you want to go and how you will get there, it is useful to have a plan. It doesn’t matter whether it is a one-pager or a short novel, a plan will quickly show that you know what you want to do, when you want to do it by and why you need it.

**Why plan?**

A planned and coordinated approach ensures everyone knows their starting point, where they are going and how they are going to reach their goal. It brings together all the people who have an interest and role to play in achieving the goal and the best use of resources. It avoids the duplication of effort and helps to bridge gaps in the pathway so that one step dovetails neatly into the next.

A plan does not have to be long and complicated. It should simply answer the questions:

- Where are we now?
- Where do we want to be?
- How are we going to get there?

Some common principles exist that will help you produce a realistic, achievable and meaningful plan:

- Know your starting point
- Have a clear, agreed vision of your future or final destination
- Break the vision down into specific aims or goals
- Set a challenging but achievable timescale
- Keep the plan simple
- Involve the right people and encourage everyone to own the plan
- Use the plan as a living management tool to guide its implementation
- Check progress to ensure you are on course, but do not be afraid to change the plan as it comes to life – some things may happen more quickly than you had originally planned
- Use your experience to influence the development of the next plan
Consider the following:

Think of a plan that you have been involved with, not necessarily in sport but maybe at school, university or at work. Was the plan’s implementation successful?

If yes, what helped it to be successful? Which of the principles contributed to the plan’s success?

If no, what factors contributed to its failure? Which principles might have helped to make it a greater success?

Planning ahead is the easiest way to help any club develop. A development plan provides a framework that will require the cooperation of all those within the club. A simple development plan can also open up potential funding opportunities that will allow you to ensure you have the finances to put the plan into action.

**The planning process**

The planning process can be broken down into six stages:

**Step one: Whose plan is it?**

Who are the people you wish to involve?

**Step two: What is the starting point?**

Gathering information.

**Step three: Where are you going?**

Agreeing a shared vision of the future.

**Step four: How are you going to get there?**

Setting aims and objectives.

**Step five: Turning objectives into action**

Producing actions plans for each objective.

**Step six: How are you getting on?**

Using the plan to monitor progress.
**Example action plan:**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Actions</th>
<th>Responsibility</th>
<th>Timescale</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>To attract new members to the club</td>
<td>Run 6 Beginners courses per year at the club’s ground</td>
<td>Fred – membership secretary, Jane &amp; Stuart - coaches</td>
<td>Every 2 months</td>
<td>Nil cost to the club</td>
</tr>
<tr>
<td>To provide better facilities for members and guests</td>
<td>Redecorate club house – paint walls, clean floor</td>
<td>Ted – volunteer – will organise club day to clean clubhouse</td>
<td>By end of October</td>
<td>£50 – paint £10 – cleaning products</td>
</tr>
<tr>
<td></td>
<td>Set up a savings account for new clubhouse – savings account to be set up at HSBC</td>
<td>Trevor – Treasurer</td>
<td>Dec 2010</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Your members should contribute to the plan, have access to it and ultimately feel responsible for it. Consider sending electronic copies to all relevant local organisations for example your County, local SDO and CSP/Sports Council. Keep it up to date and relevant in case you need to make a funding application or come across a potential sponsor.

**Funding**

Having an action plan will help you decide what activities the club can do now, and which activities require additional funding. For example, if your action plan details that you need to train/increase the number of Level 1 coaches in order to provide coaching sessions to members and to go into schools, then you can use the plan to apply to relevant funding organisations to contribute towards the costs of the coaching courses.
A useful document has been created as a guide to potential funding sources. It has been produced by Archery GB’s Development Team but is not the definitive guide; there are plenty of opportunities out there.

The document includes information on new/recently launched or updated schemes, information about ongoing national & local funding schemes, funding suitable for facility development, a quick guide to online funding searches, making sure your application is successful and fundraising ideas and tips.

Updates will be announced via Archery GB’s website, e-zine and various newsletters and magazines.

Promoting and Marketing

Introduction

Promoting and marketing can be a highly effective means of attracting more members, volunteers and funding for your sports club. It can also improve the social aspect of your club and integrate it more fully with the community in which it is based.

Why Promote and Market?

To increase the members participating in sport; increase the number of supports; encourage more volunteers; expand the social side; assist in producing an evidence portfolio to help you recruit a sponsor, encourage private financial donations and/or be considered for grants.

If you want your promotional campaign to succeed, you need to communicate its clear benefits to a clear target group.

<table>
<thead>
<tr>
<th>Who To Target</th>
<th>What To Tell Them</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your target market needs to be those individuals most able to fulfil your</td>
<td>If you are promoting an open day for young people then the message for parents</td>
</tr>
<tr>
<td>promotional or marketing aims and objectives. Keep in mind that it may be</td>
<td>may be that it will be ‘safe’. However, that message is not going to attract an</td>
</tr>
<tr>
<td>more than one group and, therefore, you might need more than one message.</td>
<td>awful lot of young people, so you will need a different one for them. Let your</td>
</tr>
<tr>
<td></td>
<td>target</td>
</tr>
</tbody>
</table>
**Who To Target** | **What To Tell Them**
---|---
market know what is in it for them: talk in terms of benefits.
By having a clear image of who you are targeting when producing your promotional material, you stand far more chance of producing something that has impact and sounds really attractive to them.
Focus on only one promotional message at a time – too many competing messages can dilute the proposition and confuse the reader. 
Tailor your message to the group that you are trying to attract. 
You might decide that your sports club needs more volunteers. To attract those already interested and participating in the sport, you might talk about helping to provide more opportunities for people to play their sport. Whereas, for those not involved, you may want to emphasize the chance to meet new people and make new friends. Try to match the message to the group.
Sometimes, it may also be more effective to target people indirectly. 
You can contact parents via participants or schools to recruit young people for a youth team.

Try small-scale ‘test campaigns’ and see which targets give the best response.

**What Kind of Promotion to Use**

Different kinds of promotion will be appropriate for different publicity aims.

<table>
<thead>
<tr>
<th>Type of Promotion</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adverts in Local Press - allows you to reach a relatively wide audience and give you full control of your message.</td>
<td>Maintain a consistent look across all your adverts. The response will increase as readers begin to recognise your adverts. Choose a newspaper that your target audience reads. There are many free newspapers.</td>
</tr>
<tr>
<td>Posters – appropriately positioned these can be an effective and cheap means of communicating.</td>
<td>Only use pictures that fit with and complement the headline and text and use a clear ‘call to action’.</td>
</tr>
</tbody>
</table>
**Type of Promotion** | **Recommendation**
--- | ---
Press Releases and Local Radio - can be a great way to promote your message for a minimal cost. | Ensure you tell an interesting story. Keep your release short and to the point. End the piece with the name and contact details of the writer.

Direct Mail/email - allows you to target people very specifically. Mail can be expensive, though, so getting your target market right is key. | Address your reader by name. Be very specific in your ‘call to action’. Remember, this is not a formal business letter. There should be a summary of the information you are sending.

Flyers - can be a good way to communicate simple messages. They have the advantage that they are normally given to people or sent to them unrequested and people can hold on to them to refer to the ‘call to action’. | As with press adverts and posters, flyers need striking headlines, simple and clear design and pictures that complement the text. Encourage readers to act immediately and offer them a way to do so.

Website - Keep your website simple and up to date. | Make sure your site is interesting so that it draws the visitor in. Ensure all the important information is clearly displayed or that the links to it are easy to find. Avoid irrelevant and time-consuming graphics. Promote your site on all your own written material.

Events and competitions are specific examples of opportunities which enable you to put into practice the promotional activities listed above e.g. use of local media provides a means of informing people of competition results.

**Effective Promotions**

Not all promotions are successful; therefore, it is important to track what is effective and what is not, adjusting your approach for next time.

Gather information on what works and what doesn’t so that you can be clear about how to improve your promotions and build on your successes.

Try asking new volunteers and participants which promotion, if any, encouraged them to join.

Count responses to promotional campaigns wherever possible and compare and contrast results.
Look at your website statistics to find out how many people view each page or which pages are most popular.

Use the same style in all your promotional materials, this way your brand will gain recognition. Stick with it!

**Coaching**

Coaching encourages participation. Coaches and coaching develop talent and improve the satisfaction and fulfilment of archers. We want to encourage more people from all backgrounds and experience, who are enthusiastic about archery and skilled at what they do, to enter into coaching.

The organisation of courses is managed by Archery GB. The cost of courses varies nationally but generally starts from £200 for Instructor and Level 1 courses.

Level 1 courses taking place across the UK are now being advertised on the Archery GB website. To book a place simply complete the Candidate Application form and return it along with payment to the advertised Course Administrator.

For information about Instructor courses visit [www.archerygb.org/instructor](http://www.archerygb.org/instructor). For Level 2 and County Coach courses contact your CCO who will be able to provide you with course dates, venues and costs. CCO contact details can be found on the Archery GB website under Coaching.

**Schools & Juniors**

**Creating School Club Links**

Creating strong links between archery clubs and schools is essential in ensuring young people enjoy archery within their school and in their community at a club.
Archery GB recognises the growing demand from schools to introduce archery to their pupils and the demand that is placed on clubs and coaches to ensure they can provide a high quality experience. Many schools are keen to offer different activities to pupils compared with the traditional sports that are available in many cases. Archery is an activity that many schools want to introduce and clubs are requesting guidance on how best to go about this. Therefore, this information has been provided to help archery clubs identify how they can develop local links with schools.

There can be many benefits from creating a school-club link:

- Greater numbers of young people participating in the club;
- Increased membership in the club;
- Increased number of coaching opportunities;
- Increased number of young volunteers in the club;
- Increased accessibility to School facilities;
- Greater accessibility to funding to further develop the club and its volunteers/coaches;
- Increased profile within the local community
- Increased profile within the sports community

**Satellite Clubs**

Sport England are promoting the set-up of Satellite Clubs at secondary schools through County Sports Partnerships. Satellite clubs are extensions, or outposts of community sports clubs which are established in a new venue, usually a secondary school or college and specifically target the 14-25 age group.

Coaches and volunteers from or linked to a community sports club work in partnership with the satellite host venue to create a new community satellite club.

**Who can help you**

The network of organisations supporting and regulating sport in your area can be very complicated, but it is worth your while to find out how it works, what the functions and relationships of the various bodies are and which, if any of them it would be worthwhile for your club to join. Your county association will be able to give you guidance initially.
The Sports Councils

The Sports Councils have an enormous store of information, most of which is very easily accessible. Their various websites give links to most sporting organisations and they publish annual directories of sports organisations that can be obtained through your local or regional office. They have a wide range of publications on the administration and management of sport.

<table>
<thead>
<tr>
<th>Sports Council for Scotland</th>
<th>Sports Council for Northern Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caledonia House, South Gyle, Edinburgh EH12 9DQ</td>
<td>House of Sport, Upper Malone Road, Belfast BT9 5LA</td>
</tr>
<tr>
<td>Telephone: 0131 317 7200 Fax: 0131 317 7202</td>
<td>Telephone: 028 9038 1222 Fax: 028 9068 2757</td>
</tr>
<tr>
<td>Email: <a href="mailto:library@sportscotland.org.uk">library@sportscotland.org.uk</a></td>
<td>Email: <a href="mailto:info@sportscentre-ni.org.uk">info@sportscentre-ni.org.uk</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sports Council for Wales</th>
<th>Sport England</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sophia Gardens, Cardiff CF11 9SW</td>
<td>16 Upper Woburn Place, London WC1H 0QP</td>
</tr>
<tr>
<td>Telephone: 029 2030 0500 Fax: 029 2030 0600</td>
<td>Telephone: 020 7273 1500 Fax: 020 7383 5740</td>
</tr>
<tr>
<td>Email: <a href="mailto:scw@scw.co.uk">scw@scw.co.uk</a></td>
<td>Email: <a href="mailto:info@sportengland.org">info@sportengland.org</a></td>
</tr>
<tr>
<td>Web site: <a href="http://www.sports-council-wales.co.uk">www.sports-council-wales.co.uk</a></td>
<td>Web site: <a href="http://www.sportengland.org">www.sportengland.org</a></td>
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</tbody>
</table>

sportcoach UK

sportcoach UK began life as the National Coaching Foundation. It was formed to establish a comprehensive coach-education programme throughout the United Kingdom. Its brief was to provide non sports-specific information at a number of levels to cater for all coaches from the beginner to the top-level national coach and is now charged with the creation of a world-leading coaching system in the United Kingdom.

Website: www.sportscoachuk.org

Local Government

Local authority recreation and leisure departments are involved in the provision and management of sports facilities and can provide information on local sports centres and other facilities. You will find
contact numbers in your local telephone directory and most of them have a website. Some of the useful services that they offer are listed below.

**Leisure, Community or Sports Development**

Your local Sports Development Officer is a handy person to know. Appointed to work across a geographical area or with a particular section of the community (e.g. young people or ethnic minorities) or with a particular sport (though you are unlikely to find one specialising in a minority sport such as archery). They can keep you in touch with local initiatives and will often play a part in putting together the local authority development strategy for sport and sports facilities.

Your local leisure facilities may still be Council-owned if not Council run, may have facilities for hiring. Clubmark clubs can often get a discount on the prices quoted.

Many local authorities also have appointed a staff member to deal with grants or funding and they may be able to advise you on a range of issues concerned with grants and the provision of concomitant funding related to grants.

**Local Sports Councils**

These are voluntary bodies that still exist in some English and Scottish local authority areas to act as consultative and representative bodies for amateur sport. Membership is usually open to local clubs and sometimes the local authority provides some funding for the purposes of development and thus they can be a source of (very limited amounts of) money for development purposes.

**School Sport**

School sport has undergone many changes in the past few years. Some schools retain the Partnership Development Managers and School Sports Coordinators, others have rest the PE teachers. Many now have School Games Organisers.

Whatever system is in place, it is good to get to know the relevant people and to ensure that they know what archery can do for their pupils, and what your club can do for them.
County Sports Partnerships (England only)

County Sports Partnerships (CSPs) are local networks of Local Authorities, NGBs, Clubs, Schools and School Sport Partnerships, Primary Care Trusts and other local agencies committed to working together to increase participation in sport and physical activity.

Among other things, many CSPs (and Local Authorities) organise workshops, create funding guides and are the holders of Sport England funding for projects like Sportivate. So get in touch and register with them. To find your CSP visit www.cspnetwork.org and click on ‘Your CSP’.

Youth and Community Officers

Youth and Community Officers normally work for the local authority, but some are appointed by charitable organisations. Sport is only one part of their remit but they can provide a route into local initiatives that may help your recruitment of young people into archery.

Handy guides to archery

A series of guides is available for those who are totally new to the sport, or simply need to know a bit more. Available to download at www.archerygb.org/handyguides, these guides are here to help.
Archery GB
Lilleshall National Sports & Conferencing Centre
Newport
Shropshire
TF10 9AT

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