Sport England - Specific costs, that you have not been allowed to recoup income against. Facility hire, equip costs. Where clubs are asking for financial support to the income they normally generate, this is where it may be turned down. However it is being recognised that this is pushing the issue down the road and at some point they may need to consider this. That is being looked at. Total grant value to date - £26,243

We are aware of at least two archery clubs, which are Limited Companies, that have received an automatic £10,000 through their local authority, because they own their land and receive relief under the Small Business Rate Relief Scheme (I believe under £15,000 rateable value).

One club told us that it...“ Took less than 10 minutes to complete and payment of £10k in bank account within 3 working days!”.


Please take a look at this if you think your club may be eligible. Please contact me if you need to discuss further.
Club Development – making improvements & becoming a better club.
Reviewing what you do, making sure that the activities are right for the club and its members
(that’s why you are there naturally)
Supporting wider agendas of increasing participation

A strategy, a business plan, or just a plan – it could be a few paragraph, 2 pages, or fully costed out strategy – whatever works for your club. It is basically a management tool to help you run your club more effectively.

A plan focuses on actions – it is what you are going to do to implement an agreed strategy and achieve realistic objectives. It also sets out who is going to do it and by when.

These actions should underpin and help achieve longer term goals, strategies and ultimately the vision for your club. This means you have to have goals, a strategy and a vision for your club in the first place. You have to have a destination before you can plan to get there. Will pick up on strategy / vision later on.

Some key points –

The business plan focuses on relatively short term actions.
Your plan should contain objectives that can be easily measured so you can evaluate how you are doing and take action as required

Your plan should answer questions stakeholders should be asking e.g. What does your local market look like? What are the key risks you face in the short / long term? What are the risks of a declining and ageing membership in your club? What is the short / long term impact? What are your plans to deal with this? How successful have these been to date?

If people aren’t asking you these types questions – don’t wait for them to do it – start asking yourselves these questions.

Your plan should include options to manage the risks you identify and also exploit the opportunities that are there for your club.

Believe it or not the process should be creative, challenging and fun!

Planning involves:
● Management and executive time and input
● Commitment
● Cost
● Research
● Assumptions
Clarify the importance of planning ahead and important both internally and externally

For you:
Time and energy – people who run clubs are generally volunteers. Always interesting to ask the audience how many of them get paid for what they do (often no one). A plan means you don’t waste time on meaningless tasks and adds a bit of organisation to what you are doing
Goals and direction – having a clear target means it easier to strive to meet it. No targets means you could do many things, all of them might be good, but they might not all be trying to achieve the same thing
Communicate your plan – so that people know what you are trying to do and can help you get there. People can’t help if they don’t know what you are thinking
Weaknesses and opportunities – we cover a SWOT later on but part of a plan is how to strengthen weaknesses or take advantage of opportunities.
Motivates – people know what they are trying to achieve and on board with it

For stakeholders:
Members want to know where their club is going
Funders/sponsors want to give money to clubs that they believe are well run and have a clear direction of where the money is being spent in the grander scheme of things
Emergency plan:
Preparing a short-term emergency plan will help you think through the impact of an emergency on the every-day running of your club/organisation. It will also help you plan for different ways of working so that you can:

Avoid ad-hoc or knee jerk responses being taken.
Understand the risks and impact of an emergency.
Have a framework in place that is agreed and ready to use.
Cope with the emergency.
Decide what your most important activities are and what you need to deliver them.
Safeguard your operations as far as possible.
Continue to meet the priority needs of your members/customers as far as possible (this may not be possible if social distancing/lockdown rules apply).
Respond and recover as quickly as possible.
Build your resilience.
Explain what a SWOT analysis is

One way of utilising a SWOT is matching and converting. Matching is used to find competitive advantages by matching the strengths to opportunities. Converting is to apply conversion strategies to convert weaknesses or threats into strengths or opportunities. An example of conversion strategy is to find new markets. If the threats or weaknesses cannot be converted a company should try to minimise or avoid them.
OBJECTIVE – participants to do a SWOT for their club, to understand strengths/weaknesses etc
Clubs to really figure out what their club is trying to achieve and it will vary from club to club

**Some things to ask the clubs**

**Mission Statement Activity**
- Objectives – What are the objectives & purpose of the organisation as set out in the constitution?
- Original Aim – Why was the organisation set up? What was the original idea?
- Outcomes – What outcomes do you want to bring about?
- Success – What would be success for your organisation?
- Values & Ethos – What values should influence the organisation? – What does it stand for?
- Difference – What should be different about the organisation?
- More or Less – What should the organisation do more or less of?

**Ask clubs - What if we did not exist?**
- What would be different?
- Who would miss us?
- What would be the impact if we did not exist?
- Would we have to be reinvented?
Once you’ve decided what your objectives are, make sure that they are SMART

SMART: For the vision and strategy to succeed, your objectives must be SMART.... You should have specific objectives for individual activities. These need to be consistent, and achievable. There are a few simple questions you can ask yourself:

• Do you have existing objectives already as a club?
• If not, what is achievable given your current situation and environment?
• Do you have the existing budget to support this growth?

Specific – the more details about how, why and when the more successful the event or activity
Measurable – how do you know when you’ve succeeded? Can you measure its success? eg number of people signing-up, amount of funds raised, number of times people have inquired as a result of an advertisement
Achievable – ensure you have enough people, resources and time to perform the task
Realistic – are you able to reach your targets? Start with small objectives like increase numbers by 10% across the state or raise £1,000 at wine and cheese night.
Timetabled – supply dates

Try and jot down some objectives for their clubs. This is something that participants should take away back to their clubs to continue working on after the session
Taking the next steps to build on how to put it into practice

Evaluate the strategy

Does having a consistent approach mean you may lose some existing coaches who like to coach their own way? Perhaps stuck in the past?
Can you afford to do this? Can you afford not to if you want to achieve your goals?

If you train people up do you run the risk they use their skills elsewhere? Possibly? But is it more beneficial overall that your club is known for good coaching and will encourage young coaches to sign up and get involved?
There is not set way to structure a business plan

Plans do not have to be thick manuals – could be as simple as a few pieces of paper with some thoughts on a page. This is one way to structure a business plan that is in business speak but it really depends on what you want. We often get asked to bring examples and templates but feel that there is no right and wrong way so don’t want to guide people on this. Club Leaders did start to put together a template with possible information to share to clubs but the information you could put into a business plan started to run to 10s of pages and you don’t need that. Therefore we haven’t brought any examples. Best thing to do is to have a look at some examples online, speak to your CSP/NBG contact. Generally the larger and more well established a club is, the more detailed the business plan might be.

Exec summary – it is not an intro but a summary of what is happening. For example if you were to share it with the club, a lot of people won’t read the whole document but they can get a sense of what’s happening from the summary. Appendices can be anything relevant – graphics, photos, thoughts to consider.

Don’t just leave it up to one person

Those involved in putting the plan into action – obviously! They can help shape it and give realistic input into what is achievable. Management / committees – involved in decision making of the club so should be aware. Club members – they’re the bread and butter of the club and should be involved in where it’s going. A club is nothing without it’s members. Other staff/ volunteers with key skills – e.g. Marketing, finance, business planning. External advisors – there are plenty out there and can really shape a plan of a business. Will depend on size of club. NGBs/CSPs – depending on your relationship with them, they’re there to help and will have looked at other clubs’ business plans too.
Agree regular time periods to review your business plan i.e. quarterly at committee meetings.

Setting clear objectives and actions will help you identify if you have achieved them or not.

Giving clear timescales on when actions need to be completed by.

Hold people responsible for actions.

Update your plan if and when things move.

**If your business plan is done well and you look at it regularly**

Don’t just do a business plan and chuck it in a drawer. Remember it’s a living document and should be reviewed regularly. SMART objectives mean that it is easy to see if you are hitting them or not. By having clear timings and responsibility will mean it’s easy to see what’s happened.

You may consider for example putting together a project plan chart to see when things are happening and by whom.
Use it and review it regularly to check on track with where the club is going

• Management/committee meetings – a lot of clubs will have a review of progress against plan as a standing agenda item

• Regular reviews - as frequent as appropriate – make sure these are determined

• AGM – will help aide discussions with the wider club members

• When making key decisions – if the decisions don’t fit in with the overall plan, then should you be doing it?

• When applying for funding – many funding applications now ask for a business/development plans from clubs. Often it’s public money. Who would you want to give money to?

A living document – a plan shouldn’t be drawn up and put into a drawer. It’s something that you should regularly refer to and update as your club progresses.
Some top tips to take away with you.
All these aspects, and particularly personalising the main areas to focus on for your club would be reasons to sign up to the Archery GB development programme ontarget

Club Development programme
The main benefit is a better club – this may sound like a cliché but we believe that clubs that sign up the specialisms will be more attractive to those outside of the sport, and may attract existing members who are looking for those values. You can demonstrate that you have thought about your members, and their needs, and are thinking how you can have more satisfied members and a thriving club.

When each club achieves a specialism it will receive a certificate, logo and the Club Finder will show the club as a specialism club. We are promoting the specialism clubs above others as examples of good practice and help share their experiences with others to promote to the wider archery family. You might also want to mention your Specialism when applying for funding.

Extra support from Archery GB staff
2 log ins to Learning Curve
Use the logo on club promotion
Discounts on Club Development and IANSEO workshop prices
Can include when writing bids for funding
Shows on the Clubfinder
Specialisms
Areas which will grow your club and focus on the Specialism area which will attract members who are looking for those values

Annual ontarget club competition
Annual ontarget club and volunteer awards

For each specialism there is available to purchase a feather flag – as you can see from the picture these look quite smart and can be put up at club nights and other events.

The specialism clubs will also receive priority when we are looking at support for clubs, and where possible discounts on courses/workshops.
We created the ontarget programme in response to club issues we saw in the field and also those we were told about from clubs and archers they themselves were facing. Many archery clubs do not know what they want to do to develop. The programme provides a framework for clubs to follow. But it is not rigid, each club is different and therefore their route may be different.

Our support is prioritised for ontarget clubs and those achieving the specialisms. There are 87 clubs that have achieved a specialism, and they have 98 specialisms between them. 8 clubs have achieved all three specialisms.

Our focus is the retention, satisfaction and progression of archers – we believe the specialisms support clubs to do this. Each yr we – AGB and the clubs - turn over 15,000 members – a lot of these are short stay members, and if we can all work together to give better service, activities to help members progress and improve, then we can seek better retention.

All ontarget clubs are invited to consider gaining one or more specialisms.

Ontarget is a club development programme – this is about a club making changes at every level to provide a better experience for your members.

The specialisms were created to help you do this. And so that we can recognise those clubs working hard in specific areas, or hope those with ideas to develop.

These three areas – Community, Young People & Performance – are considered areas we need to develop in order for the sport to grow.
For each specialism there is the assessment – you can decide whether the club Meets or Does Not Meet each of the characteristics.

Having read through the criteria and discussed it with the committee, you should be now all in agreement that your club displays the characteristics. So you now have to tell us.

You can do this simply by going online in the members’ portal and completing the application- once you are an ontarget club, you will see from the expiry dates when your ontarget attribute or your specialisms will need evaluating and renewing, and we will remind your club about this. It will take no longer than 15 minutes to apply.

There is no deadline between singing up for ontarget and achieving a specialism.

Applying for the specialisms is relatively easy –

1. We ask that you reflect on and discuss the characteristics with your club and committee whether you meet these standards.
2. If this answer is yes, you need to tell us by completing the self-assessment.
3. If you cannot answer yes to all the characteristics, then you need to consider what actions you need to take to help the club make the changes. If you need support there are resources available.
4. There is no deadline, so there is no need to rush through changes or make compromises. The programme is all about quality.
5. Once you submit your application, it will be reviewed and then shortly afterwards you will be informed if you have been awarded the status.
Like an action plan, ontarget should be seen as a living programme – you don’t cross a line and forget about it for 3 years, it is something that you should regularly refer to and update as your club progresses. And we will doing this as well. The programme has changed and adapted as you the clubs have adapted as well.
Sport 80 – attributes – can select and add yourself – like range registration
Discussion / Questions
Thank you

Please get in touch if you have any questions

Email: arran.coggan@archerygb.org
Mobile: 07525233592

Thank you so much for your time today and if you need to discuss anything or have any further questions then please do not hesitate to get in touch.

Have a good day.