

PART FOUR

club development

Now that you know the basics you can spend more time developing your club. In this final part we will look at you club development plans and the areas that you should be looking to improve during your year on the committee.

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club development plans

What is a club development plan?

For the first time, 2012-13 will see all 52 clubs working to achieve aims and objectives set out in three-year development plans. These plans will help to ensure that your club is doing more than just standing still by giving you a set of goals to achieve and a framework to help you do that.

A development plan is a short document that outlines the objectives that a group or organisation hopes to achieve. It should help to structure developments within a framework so that it is easy to understand and accomplish. Your club development plan is structured so that it links into the University of Birmingham's strategic goals that underpin everything that UBSport does on a daily basis.

How were the development areas chosen?

In 2010, for the first time in their history, the University of Birmingham set out their long-term goals in one clear and concise document called *Shaping our future: Birmingham 2015*. To achieve its vision of being a leading global university, it set out five key strategic goals, which every department seeks to contribute to. These are:

1. Enhance our research power
2. Provide our students with a distinctive, high quality experience
3. Sustain our financial strength and use it purposefully
4. Enhance our performance and status as an 'engaged university'
5. Be the destination of choice amongst our peers

As a department of the University, UBSport has its own set of strategic goals that link into and contribute to achieving the University's aims as outlined above. These are:

1. Increasing participation
2. Improving performance
3. Leadership through sport
4. Sustainability

It should come as no surprise then, that as members of UBSport your club development plans are set under these four headings.

It is now your club's role to set out objectives and targets under each of these headings, to give you something to aim for and achieve during your year in charge.

Why is it a three-year plan?

There is nothing worse than spending a year developing a project only to see progress lost because there wasn't a handover or because there wasn't the understanding of how to continue with a project. So, rather than just asking for you to set objectives for one year, a three-year plan aims to lessen the chance of this happening by providing a clearer direction over an extended period of time. If done correctly, the aims should build over time giving long-term benefits, consistency of objectives and should encourage a good handover between committees.

So, how does it work in practice?

Under each of UBSport's four strategic goals your club is asked to come up with one or more objectives, which in turn are broken down into a three-year targets. These three-year targets should build on one another each year and all seek to achieve the set objective.

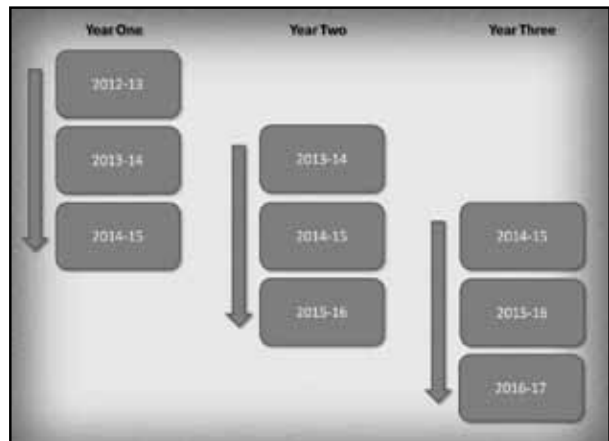
Each committee works on the first year of their three-year plan, knowing that by reaching the targets you have set yourself you have contributed to the development of your club over the following two years.

At the end of the year you will work with the incoming committee to add an additional year, their third and your fourth) so that the club is constantly readdressing what it can achieve and what it is setting out to do, ensuring that it is relevant.

For example, let us suppose that your goal is to increase overall membership from 30 to 50 in three years. Your first year target might be to reach 38, and then 45 and then finally 50. In practice you might have a fantastic year and reach 45 in year one, meaning that the next committee might decide to update their target to reach 50 in their year. By keeping the targets fluid you'll be able to make sure that you're developing at a pace that is right for you.

The three-year cycle in action:

The current committee (2012-13) will complete targets so that their second year targets can be accomplished by the incoming committee.



Setting your objectives

So, you know how the development plan works, you know that you need to measure what you do, and how your developments will be handed over to the incoming committee. Now you need to decide what you want to achieve, but how do you set your goals?

SMART objectives

To achieve more than just what's required you must plan ahead. It is no good diving in, all guns blazing, trying to change this or that without an idea of what you want or even what you *can* achieve. To help you reach your goals try using the acronym SMART:

S **pecific:** It is no use have a goal such as "get more members". That is not a specific enough target - are you looking for one extra member or are you looking for 30?

M **easurable:** How are you going to measure your goal? It is easy if it is something like increase in members to a social event, but what if your goal is to improve offensive plays?

A **chievable:** Don't aim to win the BUCS championships if you are in Midlands 2A. You aren't helping anyone by setting targets that you simply cannot reach.

R **ealistic:** While something may be achievable is it realistic? You could win a BUCS gold in the Outdoor Athletics High Jump final, but if your PB is 1.20m is it likely to happen?

T **ime-bound:** Having a goal set within a time scale helps to motivate and to complete in a certain period. Do you want your goal to stretch the season or just the first three weeks?

Bad examples:

- "We are going to win BUCS in two seasons." It's time bound and depending on the club it could be realistic but it too vague. How are you going to win BUCS? What is it that needs to change for you to win?
- "I want to increase attendance at socials." Great, but how? And by when?

Good examples:

- "By December 2011 we will have 50% of members attending BUCS Regionals." Only the club can know if this is realistic, but, assuming it is, it is a SMART goal.
- "We will reduce the number of short corners conceded in term one by 10% by running extra defensive drills." Ticks all the boxes.

Over the subsequent sections we show you the areas in which you can develop your club and we will also provide you with examples so that you know where to start.

Making it happen

You've set your objectives and you've broken them down into yearly targets. Now you need to make sure that they are going to actually happen. Your role as a committee member is to make sure that you are reaching the targets that you have set yourself.

Task lists

Breaking down your targets into task lists allows you to identify each aspect of job at hand; importantly it clearly states who is responsible for each aspect of the job and when this should be accomplished by. The table below shows a simple (but important) objective broken down into tasks.

Objective: make Sports Development a cup of tea			
Task	Resources	Responsibility	Timescale/ Deadline
Buy tea bags and milk	Money	Treasurer	Monday @ 9am
Find out who takes milk & sugar	Pen and paper	Secretary	Monday @ 9am
Make the tea	Kettle, cups and spoons	Team Captain	Monday @ 9.15am
Wash the mugs	Washing-up liquid	Club Captain	Monday @ 9.45am

This is very simple, but you can see that if the Treasurer fails to buy the milk and tea bags that this will set the whole project back. Let's look at a more realistic example:

Performance: 3-year objective example

Enter a 3rd team into BUCS

Year 1 target: compete in at least 5 local friendlies

Year 2 target: enter 3rd team into a local league

Year 3 target: enter 3rd team into BUCS league

Imagine that part of the agreement of having a 3rd team entered into BUCS was to have a successful season in a local league. Then imagine that someone failed to meet the deadline for league entry. All of a sudden your three year plan has been delayed by a year.

The use of task lists then is incredibly important to allow you to monitor your progress, and where necessary chase those on the committee that might be holding you back from developing your club.

Monitoring your development

It is not enough to have a development plan written down. For it to work and to work well it needs to be monitored, reviewed and consistently adapted to make sure that your objectives and targets remain relevant to those who are trying to achieve them.

Profile your club

The first thing that you should do at the beginning of your tenure, before you even start to think about your objectives is to profile your club. The first page of the development plan asks you to note down the key stats for your club such as the number of members, gender split, BUCS points per team and qualified coaches. It is only by knowing where you are that you can begin to understand where you would like to go.

For example, following your profiling, perhaps you have noticed a gender split that heavily favours males. A participation development could then be to attract more female members through introductory women-only training sessions.

Development meetings

As you move through the year you will have meetings with the Club Development Manager, whose aim is to help you track your progress. To do this there will be two sets of meetings, one in the first two weeks of the first term and the second in the first two weeks of the second term.

In these meetings you will discuss your objectives and how you are doing against the targets that you have set yourself. The CDM will offer you support and advice, and if needed you will adapt the targets that you have set yourself.

Yearly report

At the end of every year your club will be asked to complete an end of year report. This will detail your progress against your set targets and will also form the basis of the handover to your club's next committee.

This is not an academic piece of work, so please don't worry about it being perfect! The report is designed to help your incoming committee to see what has gone well, what has proved a challenge and what was over ambitious or perhaps not ambitious enough. So while there will be no need for a bibliography and no marks for correct referencing it will form the basis of the next stage of your club's evolution and so it is in your best interest to make it as good as it can be.

Once this has been completed it will be reviewed by the CDM and then will be returned to your club with recommendations ready for the new committee to start the process again, adding their third year targets to what you have been working on.

NINETEEN

increasing participation

Of all the development areas, participation can seem like the most easy area to develop. It's simple isn't it? Just get a few more members each year? Well, if that was the case then every club would have more members than they knew what to do with. To effectively increase participation takes a lot of thought, an understanding about what type of participation you want to increase and how that increase will benefit your club and your sport.

Key participation contact: Catherine Adams | c.a.adams@bham.ac.uk

How can your club grow?

Probably the best question that you can ask yourself prior to choosing your objectives is *what aspects of participation does your club want to focus on?* Is it to increase female members? Is it to increase the numbers competing in BUCS? Is it increasing the number of community members? Or international students? Only by analysing your own club can you begin to look at increasing participation

Barriers to participation

Now that you've identified an area that you would like to develop think about why the participation levels aren't already there. Let's take the example of poor female participation. Perhaps a barrier is that you haven't had any female committee members; or perhaps only a male presence at sports fair? How about considering a female specific training session? Maybe, linked in with a leadership objective, you could set aside money in the budget for a female member to attend a coaching course.

Another example could be that people are put off by the elite perception of sport. To encourage beginners think about splitting sessions or running taster sessions. Maybe look at entering less competitive competitions - local races instead of national ones.

Participation opportunities

Try Sport

Try Sport is a programme of coached sport within the University, ideal for beginners or individuals returning to sport, providing a pathway from participation to competition. A course lasts 10 weeks and is led by a Level 2 coach. It is a great way to increase members, as you can sign-post them to your training sessions once they are more confident in their ability.

Clubs must plan the session and prove that there will be a weekly progression leading towards an end-goal, such as a tournament or completing a skills challenge. There is also a **monetary contribution** to all clubs that run a course, which can be paid into your UBSport or Guild accounts to help develop the clubs in other ways.

Intra Mural Sport

A programme of recreational sport within the University, IMS provides an opportunity to take part in competitive sports without the commitment of training. Emphasis is put on sportsmanship, team spirit, fair play and above all enjoyment. Over 2000 staff and students from across the University compete in the leagues and one-day tournaments throughout the year, which is currently spread across multiple sports and leagues.

Clubs must provide weekly sessions or organise one-off tournaments, which must include an organised rota of officials. You will work closely with IMS reps and Sports Development. While the league and course programmes for 2012-13 are set, there is plenty of opportunity for a one-off tournament or course to take place, which could lead into a full programme the following year.

Get Involved fair

The inaugural Get Involved fair was held last year and is designed to give those who missed the initial recruitment drive another chance to take up a sport. Think about lowering your memberships and a second round of welcome sessions to entice more to become involved.

The participation pathway

We have looked at some of the ways that people can get involved outside of competitive sport and now it is important that you advertise these, especially at Sports Fair and to those unsuccessful at trials. Not everyone will want to play competitive sport and those that do not make the teams might be lost to the sport altogether if you do not provide them with an alternative pathway to follow.

Participation: 3-year objective example

Run a cricket IMS indoor league for 10 teams.

Year 1 target: run a Try Sport taster session to gauge interest

Year 2 target: run a full two-term Try Sport programme

Year 3 target: a 10-team summer league is run alongside the Try Sport programmes, which act as a pathway

TWENTY

improving performance

One of the areas that you will almost certainly have thought about improving is performance. What are you doing every week in training if not trying to improve performance? But how effective is your training programme? Is it targeting the right areas? Are you addressing weaknesses and working to your strengths? By adding a structured approach to your performance goals using the development plan you will hopefully see more constructive and consistent performance gains.

Key performance contact: Alex McGregor | a.r.mcgregor@bham.ac.uk

Hi Performance Centre (HiPC) club benefits

The HiPC, located along the corridor from Raising the Bar, is a UK-leading centre for higher education sports science and together with the specialist staff is the reason we can offer the calibre of sport science and scholarship packages that UBSport do. You can see all of the key contacts in Part One.

One of the biggest benefits that comes with having such an asset is the variety of sessions and expertise that is open to all club members. Partly funded by the £10 Club Development fee, the HiPC puts on around 10 hours of additional sessions completely free of charge to anyone that has paid for a club membership - whether they are a complete beginner or elite performer.

Triage | Mondays and Thursdays 11am-1pm

Sometimes, you get injured. And that is really frustrating. To help you get back to fitness as soon as possible free triage assessment sessions are run twice a week during terms one and two and once a week in term three.

Assessments last for 15 minutes and run from 11.am-1pm on Mondays and Thursdays. To sign up for a session you must go to the HiPC from 8.30am on the day you wish to be seen and book your appointment. The sessions are on a strictly first come, first served basis so please come early if you do not wish to be disappointed.

Discounted physiotherapy

Should your injury need further treatment then you can receive £10 back from your first two sessions. Before you can claim back your £10 you must first fill in an accident report form detailing how you sustained the injury. This will allow us to assess if there are any changes that we need to make, in terms of coaching or the

safety of equipment so that we can identify whether injuries are occurring as a one-off or a recurring problem.

Once you have filled in an accident report from, found at Munrow Reception, please bring it to Club Development and we will provide you with a Physiotherapy Claim form, which you will then need to get signed off by your coach and committee so that they are aware of your injury. When this has been signed then bring it back to Club Development for final authorisation.

Only once you have filled in an accident report form and received a signed Physiotherapy claim form should you book into a session with Physiokinetic. **If you do not receive prior authorisation then you will not be able claim back the £10 subsidy.**

For more information go to www.physiokinetic.co.uk or call 0121 440 7736.



Circuits | Tuesdays 7.30am and Thursdays 3pm

Twice a week, Tuesday at 7.30am and Thursday at 3pm, HiPC run circuit sessions to improve your strength and conditioning. Sessions are extremely popular, so similarly to Triage, sessions will be on a first come first served basis.

If you want to try and get your whole club to a particular session then please contact HiPC prior to attending. This will allow the session to be tailored to your specific clubs needs where possible.

Pool recovery | Thursday 10am

Whether you're after a low intensity session or are recovering after a tough BUCS fixture the previous day, pool recovery sessions offer you the chance to take the weight off your joints and work on your conditioning. Aqua jogging is also available during this session.

Bring your costume or trunks and don't forget a towel!



Yoga | Monday 8.30am

Another hugely popular session that requires you to sign-up on a first come first served basis on the day, yoga will start your week the way that you mean to go on. It is a fantastic session to stretch your muscles, condition your core and is low impact so is brilliant for a lower intensity activity that can act as a recovery or pre-/re-hab training session.

Pre-/re-habilitation and drills | Monday 7am and Thursday 7am

Are you injured or injury-prone? There will be barefoot drills aimed at injury prevention in the Slater Hall (at the back of the Munrow Sports Centre) twice a week. These sessions are a must if you want to spend more time on the pitch or court and less time on the sidelines.

Speed and fitness | Friday 10.30am

If you think you could benefit from more fitness then you are currently getting from your regular club training sessions then come down to the Bournbrook 3G pitch for some games specific speed, agility and fitness sessions. As always, if you are going to be coming down in a big group then let HiPC know and they can tailor the session to your needs.

Club-specific HiPC sessions

If the sessions listed above do not offer your club quite what you are after or you are finding it hard fitting in the sessions with your current timetable of studies and training then it is possible to approach the HiPC regarding club-specific sessions that will focus on your specific needs at a time that is convenient for you. There will be a cost associated with this, but it will be dependant on what you are after so please go and talk to a member of staff who will work out what you need and how much it will cost.

If you have budgeted for the sessions then the cost will come directly out of your club budget, but if this is something not within your budget then you will need to come and talk to the Club Development Manager who will work out with you how you will pay for the sessions. For example it could be that members pay £1-2 per session into the club account at Munrow Reception or that you have decided to use the service instead of buying equipment.

Either way it is important that you have this expenditure authorised first.

Performance: 3-year objective example

1st team attends club-specific training session and 50% of 2nd team attend at least 1 general club session a week.

Year 1 target: 50% of first team attend 2+ general sessions

Year 2 target: 1st team attends club-specific training, 25% of second team attends 1 general session a week

Year 3 target: 1st team attends club-specific training, 50% of second team attends 1 general session a week

Scholarships

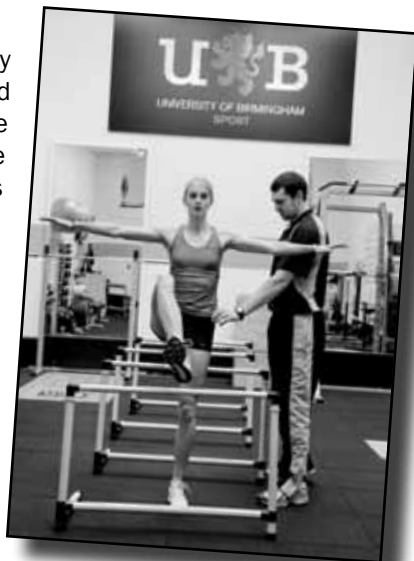
UBSport's scholarship programme can boast many top athletes, past and present, that have progressed and benefitted from the specialist support that the HiPC offer. Making sure that your club supports the right environment for scholarship-eligible athletes is a sure way to improve your performance.

Scholar recruitment

It is a very rare occurrence that a top class athlete will turn up to one of your training sessions out of the blue without first having been in contact with a member of HiPC.

Our Scholarship Manager runs the scholarship programme and, together with Kate Allum, plan out strategies to make sure that we are targeting as many potential top class athletes as possible.

There is a lot that you can do to help to make sure that your club has the best possible, many of these things are covered on page X.



Team scholarships

Each year the HiPC will offer team scholarships on top of the support they provide as part of the general club sessions. These are targeted at 1st teams or the equivalent individuals and must be applied for with the support of the lead coach. Successful clubs will have shown a good level of organisation and buy-in to the current offer of HiPC sessions; your club must show that it would make the best use out of the extra support.

Applications will be sent out to clubs in the third term each year.

Performance: 3-year objective example

Win team scholarship.

Year 1 target: 50% of 1st team attends at least 2 general club HiPC sessions

Year 2 target: 100% of first team attend club-specific HiPC session plus one further general session

Year 3 target: Apply for team scholarship

TWENTY-ONE

leadership through sport

As we have previously mentioned, your club cannot run without good leadership. Your committee are key to making sure that this leadership is in place so that your club can perform and develop across many different areas. But the great thing about being involved in sport is that it can develop you, too. Whether you pick up organisational and leadership skills, or experience volunteering you can make sure that your club works as hard for you as you do for it.

Key leadership contact: Gary Yates | g.p.yates@bham.ac.uk

Personal development

You are already in a position of leadership by virtue of having taken up a role on the committee and you should be pleased to know that it is great for your employability, too. When more and more people have a degree to their name, standing out from the crowd with volunteering stamped across your CV is more important than ever especially considering the skills associated with it such as: communication, confidence, time management, organisation and leadership. But what else is there?

- Campus Projects and Sports Festivals such as the Vale Lurve Festival are great opportunities to get involved with projects advocating a healthy lifestyle.
- Community Projects can help you link with schools and other sports clubs in the local area. This will also help you recruit members. You can either look to set up your own project or integrate into an existing one.
- Individual Placements can also be sought, whether that is coaching at schools or officiating local sports clubs.

Personal Skills Award

The PSA Award is a nationally-recognised points-based recognition scheme run by the University of Birmingham. Participants on the scheme are awarded points based on the extra-curricular activities that they are involved in. Points must come from two providers, such as the Guild of Students or UBS. And the great news is that you're already eligible for points by being a committee member:

- Club Captain = 80 points
- Committee Position = 55 points
- Intra-league Rep = 55

To find out what points make (...prizes) go to www.as.bham.ac.uk/psa/. There will be opportunities for all committee members to sign-up during Welcome Week.



Volunteer skills matrix

To help committee members recognise the work that they put into their clubs, and importantly to help you realise how transferable the skills that you use are, we have set up a skills matrix that will help you keep track of the work that you have done.

Based in a simple spreadsheet, the matrix is split into skill areas such as financial management, team work and communication. Under each heading you then record the hours you spend working in each area, which, by the end of the year gives you a detailed record of how you've spent your time on your club committee and then makes it very easy to let employers know exactly how much time you spent improving your club.

And as an added incentive, we'll be rewarding the top five committee members who rack up the most hours at the end of the year. For a copy of the spreadsheet and to find out more about the incentives contact Gary Yates.

Coaching and officiating qualifications

One of the biggest ways that you can add to your own personal development and benefit your club is to look at ways for your members to become qualified as a coach or as an official. UBSport work closely with a number of National Governing Bodies to offer courses for our members and members of the community to attend.

Even better, there is scope for these courses to be subsidised by UBSport on the understanding the you volunteer time in the local community.

Leadership: 3-year objective example

Qualify a level 1 and level 2 coach every year

Year 1 target: One level 1 coach qualified

Year 2 target: One further level 1 coach qualified, previous level 1 trained to level 2.

Year 3 target: As year 2.

TWENTY-TWO

club sustainability

There are several aspects to consider to ensure that clubs remains sustainable over a period greater than the life cycle of just one committee. The very fact that you are reading this section means that you are moving in the right direction as the club development plan itself is a big part of ensuring your clubs aims last longer than just one year. But there are also other areas to consider and we shall consider the following three aspects in the coming pages: recruitment; alumni; and sponsorship.

Key sustainability contact: Kate Allum | k.allum@bham.ac.uk

Recruitment

Recruitment shouldn't just start at Sports Fair. If you really want to bolster your club's membership then you need to start considering what you can do to try and encourage people to join your club before they even arrive at Birmingham. Below are just some of the ways that you can begin to attract members and get your club's name out there.

Open days: The University runs open days several times a year and UBSport have several stands in the New Gym to sell sport and its added benefits to prospective students. Your club are more than welcome to come and attend so that you can answer any specific questions about your club or even just what it is like to be part of sport at Birmingham. This year members of Athletics, Judo, Rowing and Triathlon all came down to the early-September open day and were able to speak to many students who are now excited about coming to the University and being a part of those clubs.

Youth sports events: Each sport will host championships for young people and often having a presence at these events is the first step in publicising your club's name to the next generation of sporting superstars. Take along flyers, prospectus brochures and enthusiasm.

School links: From September UBSport will be targeting 280 schools, ranked according to academic ability, reputation and sporting results. If you know of a school which is a particular hotbed of activity for your sport then please let us know.



Recruitment: 3-year objective example

Attend 3 regional and national U17 championships

Year 1 target: Attend 1 regional event and U17 champs

Year 2 target: Attend 2 regional event and U17 champs

Year 3 target: Attend 3 regional event and U17 champs

Developing your alumni relationships

There are many reasons to develop relationships with those members who have graduated or left your club and it can be one of the easiest areas for development. If you approach this area in the right manner then there is no reason why the whole club can't benefit from past members passion for the club.

Some of the benefits are obvious. Having an ex-member of your club going on to win a gold medal at a Paralympic Games, as was the case for Cheerleading when Pamela Relph, pictured right, stormed to gold as part of ParalympicGB's Mixed Coxed Four in London 2012, can provide publicity and can publicise your club far beyond campus.



But there are other ways that good alumni relationships can help, too. Here are some aspects to consider:

Experience: Whether you need some advice on how to run an event, the contacts to get some cheap equipment or just someone old enough to drive a minibus to events, alumni have been there and done that.

Potential source for funding: Now that they are (hopefully) working they will have a bit more disposable income and may be willing to support the club. Imagine getting just £5 from 20 members across a year - that's £100 to subsidise a training camp. Make sure they are getting something for it though - an e-newsletter or invites to matches? Maybe they work for a company who is looking for just your sort of club to sponsor?

Want to give something back: Members will have gotten a lot out of being a member of your club and are usually willing to give time as well as (some) money. Ask them to come back and help with trials or the end of year head-to-head you've just set up.

Collect contact details: When people leave make sure that you have a non-bham.ac.uk email address for them and, if you have one, add them to an Alumni Facebook page.

Alumni Sports Day

One of the easiest ways to start the ball rolling is to tap into Alumni Sports Day. Organised by Kate Allum, the Alumni Sports Day, held in early June each year, features alumni of all ages taking on both mixtures of current students and fellow graduates.

Previous tournaments have been staged by Badminton, Basketball, Football, Hockey, Lacrosse, Rugby, Swimming and Water polo, but there is always room for more. To get involved simply contact Kate and find out how your club can become involved



Alumni: 3-year objective example

Increase participation in Alumni Sports Day to 60 members.

Year 1 target: Run event with 40+ attendees

Year 2 target: Run event with 50+ attendees

Year 3 target: Run event with 60+ attendees

Sponsorship

Obtaining sponsorship is a great way to ensure your club's financial sustainability for that year, and if your club plays its card right it could be the start of a relationship that ensures long-term financial sustainability.

How should you go about getting it?

First look at what your club could benefit from, and remember this doesn't have to be money, it could be equipment that you could then put a company logo on. Then think about what your club has to offer prospective sponsors:

- Their logo on social or playing shirts; links from your website or Facebook page; attendance of their venue at weekly socials or fundraising events, publicity through match reports, publications or equipment?

Once you have an idea of what you are looking for you should talk to Kate Allum and she will be able to advise you on how to proceed. UBSport have templates for sponsorship contacts, which will detail all the ways that sponsors can get the most out of the deal, which in turn should make for a more attractive package and so a larger sponsorship deal.

It is important that you do not sign a contract with an organisation before talking to UBSport. In the past we have seen instances of clubs offering deals that they don't have control of or have too. These examples have all happened in the last few years:

- A club offered shirt sponsorship for £500 without thinking about the cost of shirt printing, which totalled £600 meaning they lost £100 on the deal.
- One club agreed to visit an establishment each Wednesday night with 30 people. They met this target on all but one night and so the company was able to cancel their final term's payment as the agreed conditions had not been met.
- An agreement between a club and a clothing company was made that, if it were not caught, would have invalidated the £30,000 sponsorship agreement with Kukri for all clubs. The agreement would have been worth just £200.

For these reasons it is vital that UBSport are consulted before any sponsorship agreements are signed. UBSport has many links with companies and we may be invalidating a contract with an existing sponsor by having a club associated with a competitor.

Keeping your sponsor

To really make your sponsorship count it is worth doing everything you can to make your sponsor happy and connected with your club. If they hear from you and can see what you are doing for them then they are so much more likely to sponsor you in future years. Here are some top tips:

- Invite them to sporting events. They will likely be delighted to see you in action and feel more connected with the club as a result.
- Contact them at least termly. Let them know how you are getting on and what progress you have made. Importantly let them know how their support is making a difference.
- Send them a club photo, making sure that their logo is clearly visible.
- If you have targets to hit, such as holding a graduate talk on behalf of the company then make sure that you do this.
- Invite them to the Sports Ball and really show them what sport is all about at Birmingham.

Sponsorship: 3-year objective example

Obtain £1,000-worth of sponsorship contract/s.

Year 1 target: Obtain a minimum of 1 sponsor for £500

Year 2 target: Obtain a minimum of 2 sponsors for £750

Year 3 target: Obtain a minimum of 2 sponsor for £1,000

All that is left to say is good luck!

You're going to have an unforgettable year and allow hundreds of others to also have an incredible year.

Don't forget that while this handbook should act as a reference tool for you throughout your year on committee you are still more than welcome to come and talk to any member of staff.

There is always a cup of tea waiting to be made.

