

# Strategic Planning for Clubs





# Welcome and introductions

- Introductions of all participants
- Administration and logistics
- Icebreaker activity
- Purpose of the planning session

# Aim of the session

- To provide training and advice to assist clubs in writing a Strategic Plan
- To motivate and encourage clubs to complete their own Strategic Plan
- To assist clubs with strategies to implement the Plan

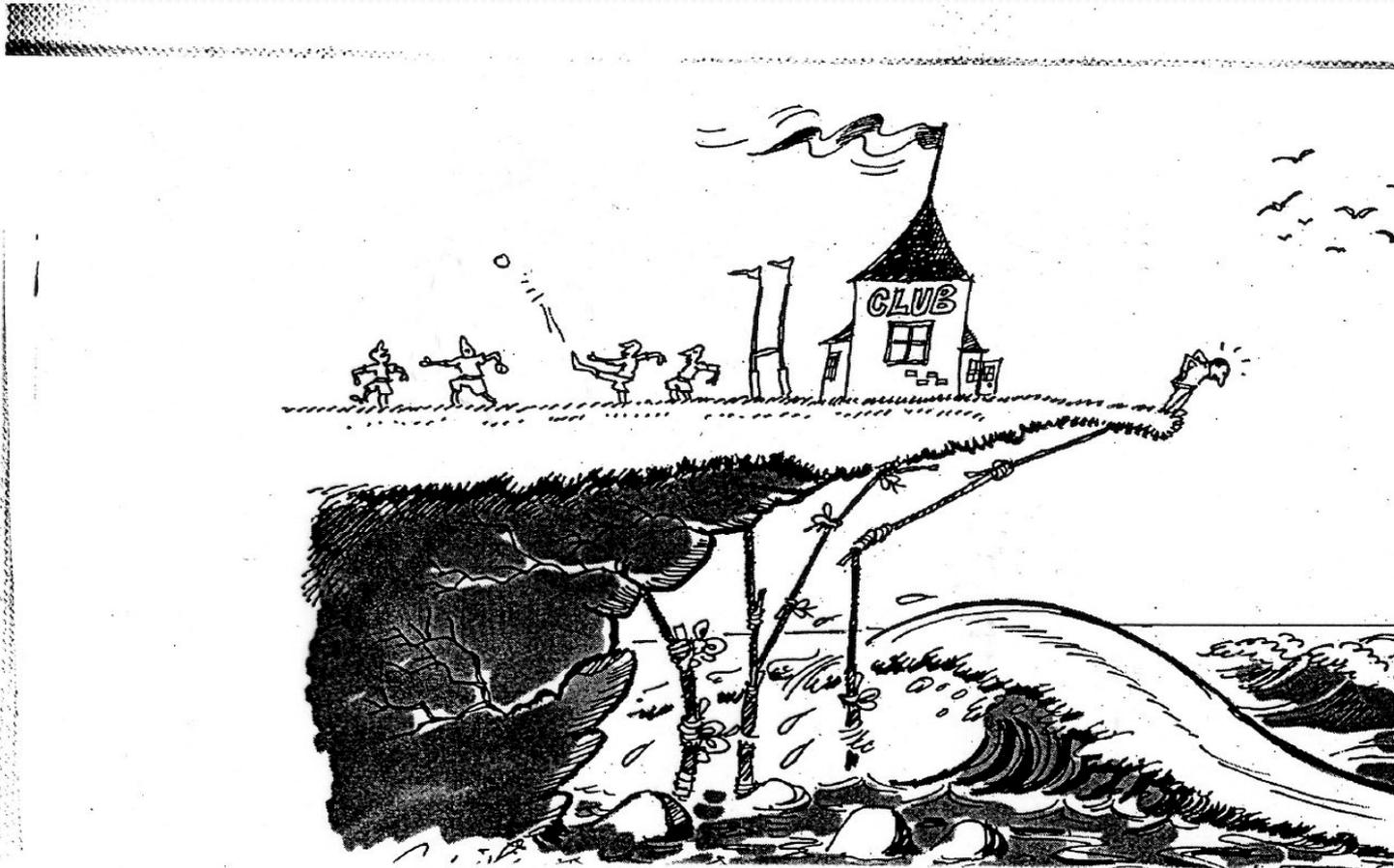
# Setting the scene

- The reason why clubs should plan
- Benefits of planning

# Why plan? – Always sunny sports club



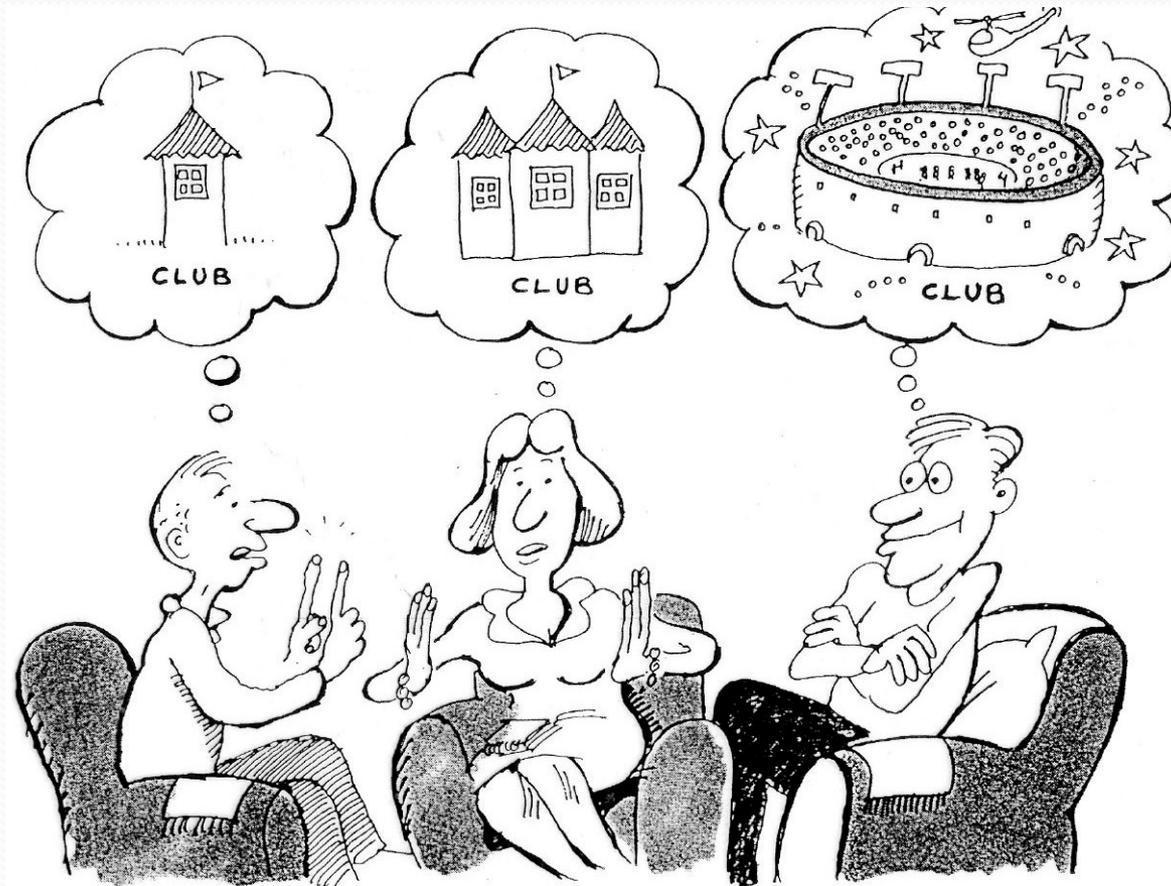
# Why plan? – What's happening below the surface?



## Why plan? - Up a creek without a paddle



# No matter what your size!



# Making sure you have a future!

- No matter what size the club - the principles of planning are still the same
- Key issue is looking to the future rather than dwelling on the past
- Don't be resistant to change

# Common myths about planning

## ***Planning that proves inaccurate is a waste of time***

- process is as important even if end result does not eventuate

## ***Planning can eliminate change***

- change will occur regardless – planning helps anticipate and respond to change

## ***Planning takes time that is better utilised***

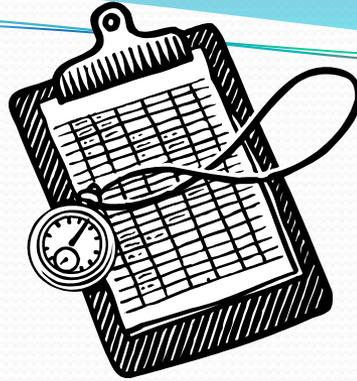
- planning will help save time wasted dealing with crisis situations that were not planned for

## ***Planning is the responsibility of the club committee***

- planning involves the whole club as the plans put in place impact on all the club's members and activities

## ***On field success means a club is going well off the field***

- never use premierships as a measure of the off field success of a club - it may be the worst thing for a club to achieve



- *“Planning is like the coaches drawing board – just as a game requires detailed planning by a coach so does the organisation and business of running a club.”*

# Barriers to Planning?

- **Lack of time**
- **Lack of knowledge**
- **Lack of confidence**
- **Lack of support**
- **Lack of motivation**
- **Lack of access**

# What clubs are looking for

Sporting clubs and associations want to:

- increase membership
- raise funds
- attract and retain volunteers
- develop coaches and officials
- maintain good financial and governance management practices.

# Strategic planning messages

- Strategic planning = process of mapping out how a club or association can successfully achieve their goals.
- The outcome of the process = **strategic plan document**.
- The plan outlines where a club or association wants to go and the necessary steps to get there.
- The planning process is equally important as the final product that is developed.
- Having a plan may be the difference between the club surviving or thriving.

# Benefits of having a plan

- increase in participants,
- income generation (direct and indirect),
- more viability,
- sustainability,
- opportunity to develop better pathways for their players,
- greater social opportunity for members,
- enhanced profile and image in their local community.

# “10 steps”

1. A 'snapshot' of the club
2. Key issues and their implications
3. SWOT analysis – looking at the club in detail
4. Mission statement
5. Core (key) business areas of the club
6. Strategies/actions and performance indicators
7. Responsibilities, timelines
8. Document the plan
9. Implement/monitor the plan
10. Review and amend

# Knowing your club

- it is most important the club has a clear understanding of where it has been and where it is currently.
- this is often called DOING A SNAPSHOT OF THE ORGANISATION – involves a number of key elements
- Background information to help set the scene – gathering relevant information about the club – where to find this information is a key factor?

# Step 1 Create a Snapshot (overview of club)

Identify the relevant aspects of the club, eg.

- What the club offers by way of activities.
- History of the club.
- Highlights and achievements of the club.
- Membership of the club.
- Administration structure – Committees/Boards.
- Facilities.
- Future proposals and developments.

# Step 2 More relevant information to gather

- Conduct an analysis of the issues facing the organisation and having an impact on the current conduct of the club's activities and the future direction of the club?



# Step 3 S.W.O.T. ANALYSIS

More detailed look at the club.

- Identifies the position of the club at the current time.
  - Where are we now?
  - Where have we come from?
  - Where are we headed in the future?
- **Strengths (internal)**
- **Weaknesses (internal)**
- **Opportunities (external)**
- **Threats (external)**

# Step 4 Mission of the club

- What is the organisation about?
  - **the nature of the club**
- What does it do?
  - **its products or services**
- Who does it serve?
  - **customers/clients/members**
- Why does the organisation/club exist?
  - **the purpose of the club is?**

# What are your guiding principles?

- What are the things that are important to the club?
  - **success on the field**
  - **community focus**
  - **financial viability**
  - **pride in our achievements**
  - **Others?**

# Step 5 Key Areas

What are the major activities of the club?  
Suggested examples:

- Management/Administration
- Marketing and promotion
- Finance
- Facilities and equipment
- Development
- Membership
- Coaching
- Volunteers
- Competitions



# Step 6 Develop Strategies/actions

These highlight how the club will achieve their goals over the next period of time.

- The club needs to identify a list of strategies/actions under each key area
- These will form the basis of the club's activities over the next period of time

# Step 7 - Responsibilities

Who will be given the responsibility of making sure the strategies are implemented?

By when will this occur?



# Key performance indicators

Measures how the club will be able to determine if the strategies/actions have been achieved

Include some key performance indicators (KPI).



# Step 8 – documentation of the plan

- The plan is a documented record of all the comments, ideas, thoughts and discussions surrounding the planning process.
- It needs to be simple, well written, user friendly and able to be adopted.
- Use the provided template.
- Adjust it to suit your needs – it's your plan.

# ACTION PLAN

Example only

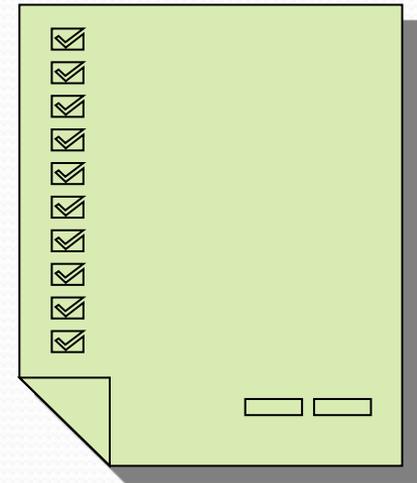
- **Core Area:** Management and administration
- **Objective:** To create a vibrant and effectively run club
- **Action:** Develop a policy manual
- **Responsibility:** President
- **Timeline:** By December 2012
- **Resources:** Cost to print manual
- **KPI:** Policy Manual completed & distributed
- **Priority:** High

# Step 9 Implementing the plan

- The written plan is useless unless the members are committed to it, have a sense of ownership in what has been written and agreed to.
- The key to any plan is to use it as the framework by which the club operates in the future.

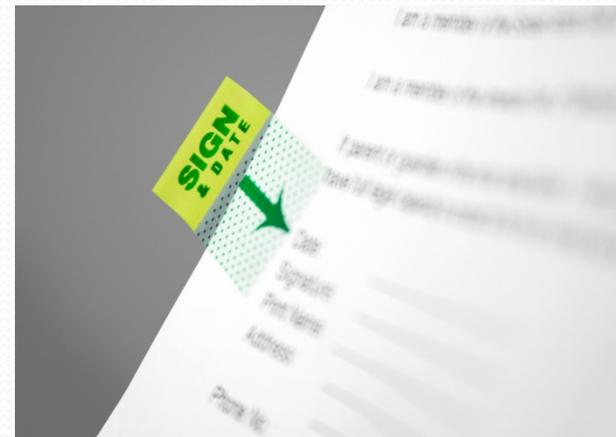
# Step 10 - Review

- Needs to occur continually and at set stages such as quarterly, or every 6 months or annually
- Questions need to be asked:
  - **Is it working?**
  - **What needs to change?**
  - **How can we improve?**
  - **Are we on target?**
- **Consider appointing a steering committee to oversee implementation of plan**



# Summary - Where to from here

- Reflect on tonight's session
- Discuss with key club members (committee)
- Agreement to develop Plan
- Facilitate development of the Plan
- Plan endorsed by Club
- Implement Plan
- Review regularly



# Help required

- Contact details:

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