

Planning Module

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WHY YOUR CLUB NEEDS A PLAN?

Producing a club plan will take some time and effort from your club members but a quality plan can repay your effort many times over!

Essentially a club plan answers three simple questions:

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

A good plan will also:

- Assist with retaining membership levels and generating more club income (through membership subs)
- Generate vibrancy and direction for the club, making it more attractive to new members and funding bodies (such as grant funders)
- Create a focus for where the club would like to be in 3 – 5 years (even if your club wants to remain the same, things around you will change and the club will need to respond)
- Redirect scarce volunteer resources to those most important tasks to save wasting time
- Improve your club's day to day decision making
- Allow you to spend less time running the club and more time on the things you love to do!

Planning is a great idea for any club. But creating your club's plan should be a team effort, not something written in 5 minutes by one person! So how does your club go about actually developing it? Firstly there may be assistance available for your club from either your national or regional body or Sport Gisborne Tairāwhiti. Even large organisations will often appoint an external facilitator to assist, so call these organisations to see if they have someone who can help. Your national body's strategic plan is a good place to look first, as is your regional associations plan and plans for clubs both within and outside your sport. These plans will give you pointers as to the areas to consider when developing your plan.

HOW DO WE CREATE A PLAN?

You will need someone to act as a facilitator/leader (selecting a person with good facilitation skills is perhaps THE most important part of conducting strategy development sessions – again, your national or regional body, or Sport Gisborne Tairāwhiti will be available to assist with this). You will also need a large enough space with chairs/tables/pin boards to fit everyone; large sheets of paper/pens; and willing participants (any club members [particularly committee], staff, coaches, junior parents, regional/national association, independent facilitators etc...).

During the first session you will need to lay the foundations and identify where the club is now. From here you will be able to decide where you want to be and the gap between them. This requires the input of as many club members and stakeholders as possible encourage all participants to actively and openly contribute to the sessions. You can start this session by completing a SWOT Analysis.

What is a SWOT analysis all about? A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is a popular and well known planning tool. It provides a clear and simple way to identify what is going on in your club's internal (inside your club) and external (outside your club) environments, so you can understand what issues will impact on your club in the future. This analysis feeds into your plan by helping identify the key challenges and opportunities that your club needs to respond to through your plan.

Why does our club need a SWOT analysis? This is a good starting point for developing your plan as it's a relatively easy task and is a great way to spark conversations. Your club needs to know what the current state of play is and what things are going to happen over the coming years before you can set strategies that respond. For example, if your club relies heavily on grants funding to make ends meet, you would need to know early if there might be law changes that cut off this revenue stream. Identifying this threat early and responding by changing your funding sources could save your club from insolvency.



What does a SWOT analysis look like? A SWOT analysis is usually presented as a square grid with labels as shown in the example below:

Strengths	Weaknesses
What do you do well? What unique resources can you draw on? What do others see as your strengths?	What could you improve? Where do you have fewer resources than others? What are others likely to see as weaknesses?
Opportunities	Threats
What opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?	What threats could harm you? What is your competition doing? What threats do your weaknesses expose you to?

THE PLAN:

Planning ahead is the easiest way to help any club/organisation develop. A plan provides a framework that will require the cooperation of all those within the club. A simple plan can also open up potential funding opportunities that will allow you to ensure you have the finances to put the plan into action. Whatever your involvement in sports planning, 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
- Use your SWOT analysis when deciding on your goals
- 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 (make it an agenda item at your meetings), 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
- Make sure you have titles such as: Goals, Objectives, Activity, Who, and When in your plan



PLAN REVIEW PROCESS:

A plan review could be completed a number of times during the process and once the plan is decided on, the review dates should be set. These will depend on the time frames / completion dates you have on your goals in your plan. The review process should be conducted by comparing what was planned and what has been achieved and encourages you to evaluate results and look at continuous improvement for the future. The committee should gather all relevant material to support their achievement against the plan and present this during the review process. Supporting material can include any documentation that attests to progress or completion of the goals in the plan. When reviewing the plan you will need to decide if each goal / objective is complete or if it needs more work. If a goal is not yet complete then it needs to stay in the plan and more work will be needed on it. If that goal and all of its tasks are complete it moves to the “**done**” stage and that’s it.



SUCCESSION PLANNING TOOL:

Insert Club Name

CURRENT POSITIONS (Insert date here)

Identify all the current official positions that your club has and who the current person in that position is e.g.

OFFICERS (As per Constitution)

Club Captain							
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OTHER ROLES (As required)

Head Coach							
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PAID STAFF (If required)

Cleaner		
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Insert Club Logo here

(Insert date here) **SUCCESSION PLAN**

Identify all the current official positions that your club has and who could fill these positions in the future
e.g.

