


Club Business Workshop

Operational Planning and Goal Setting



Learning outcomes

- ▶ *Operational Planning and Goal Setting*
 - ▶ Why, what and when should you plan?
 - ▶ Goal setting and establishing priorities for your club.
 - ▶ Planning models and processes
 - ▶ The key elements of the planning process
 - ▶ What does success look like–evaluating the plan
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Clubs need to plan because it.....

- ▶ Prepares for the future
- ▶ Identifies problems and defines solutions
- ▶ Establishes priorities
- ▶ Coordinates different activities
- ▶ Provides information and advice
- ▶ Allocates resources



When a club has a plan it benefits because.....

- ▶ There is a clear statement of the club's intentions, activities and priorities
- ▶ There is information available to club members and interested external stakeholders about the club
- ▶ It encourages greater member involvement and ownership
- ▶ It supports the improved and efficient use of resources, facilities and equipment
- ▶ It establishes formal processes and structures to support the orderly operation of the club
- ▶ It provides consistency and stability regardless of changing personnel



Planning at a club can be difficult

- Not enough time to develop plans
- Insufficient expertise in planning
- Other priorities – operational activities
- Lack of interest and differing views on benefits/value – Committee of Management
- Long standing procedures and set ways of doing things
- Problems with implementation
- Problems with monitoring and measurement
- Allocation and supervision issues
- Too hard!

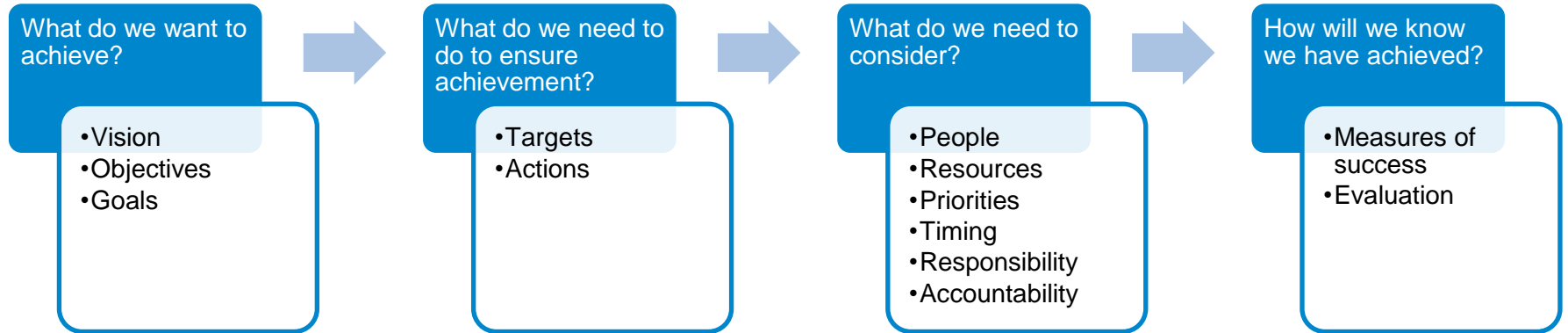


Planning

- Planning is simply deciding in advance what is to be done, when it will be done, where and how it will occur and who will be responsible for doing it.
- Planning takes us from where we are to where we want to be.
- Planning for an organisation is a structured and systematic process



The mechanics of planning

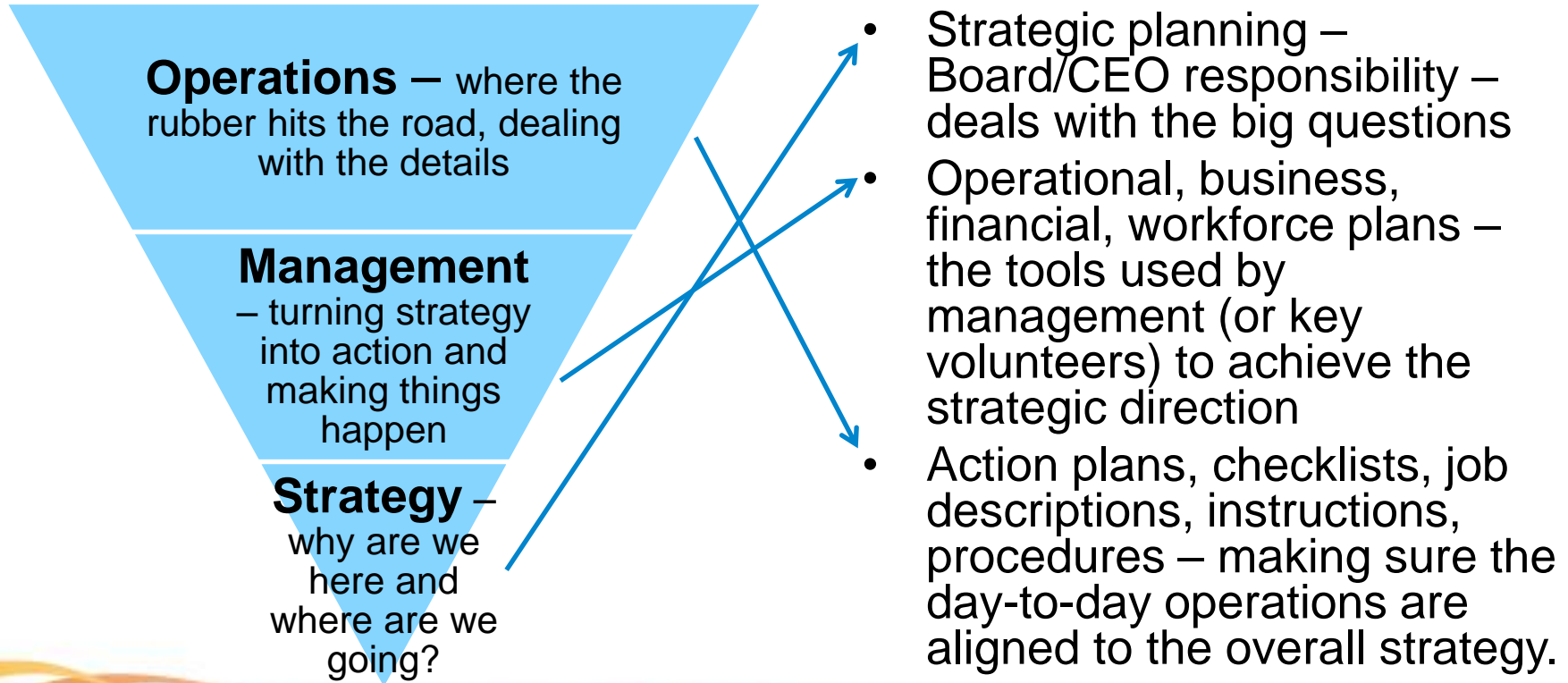


Plans

- ▶ Long term– strategic plans
- ▶ Shorter term– operational plans
- ▶ Tactical plans
- ▶ Business plans
- ▶ Financial plans
- ▶ Workforce/volunteer development plans
- ▶ Professional development plans
- ▶ Contingency/risk management plans



Planning – from big picture to the smallest details



The main elements of a strategic plan are.....



- ▶ **A vision statement** - an image of the organisation at some point in the future – what it wants to become not what it is now
- ▶ **A mission statement** - the reason the club exists, its purpose and values
- ▶ **Strategies, goals and objectives** - what the plan intends to achieve
- ▶ **Targets and measures** - measures of success – how the club will know it has achieved what it set out to achieve

Vision



- ▶ Good vision statements should be short, direct and clearly show where the club wants to get to.
- ▶ The best visions are inspirational, clear, memorable, and concise.

Sports Club Visions

- ▶ To be the premier yachting and boating centre in Australia.
- ▶ To become the leading community based sports club in our region promoting fun, inclusion, equitability and fair play within a friendly and healthy competitive environment.
- ▶ To be recognised by the community as Perth's best junior rugby club.
- ▶ To be a self-sustaining swimming club offering a comprehensive range of programs for any person with a disability to develop their swimming, social and interpersonal skills.



Mission

- ▶ One or two paragraphs that explain the reason for the club's existence its purpose and values.



Club Mission

The Capalaba and District Rugby League Club is a family friendly community based sporting club in the Redland City.

Our aim is to provide a fun, safe, enjoyable environment that encourages all participants to reach their full potential no matter what their aspirations may be.

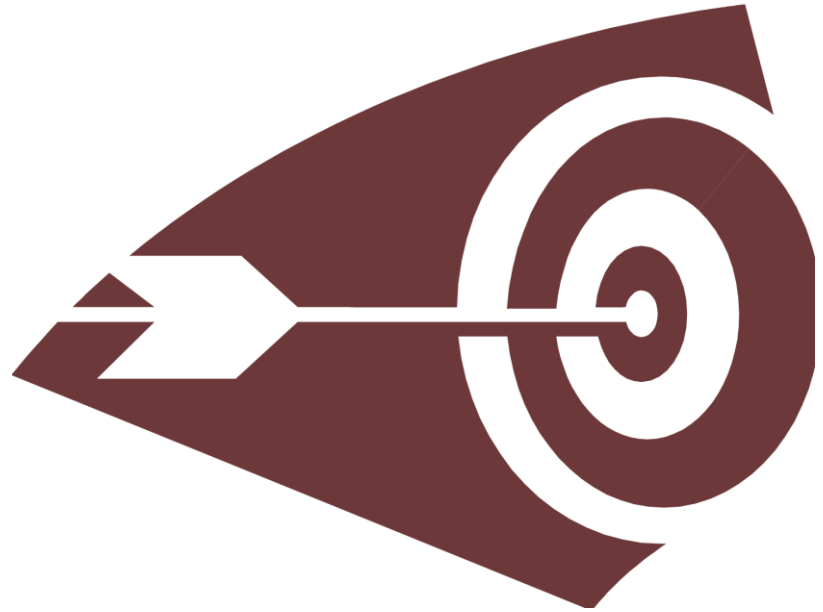
We will do this by providing the best possible facilities in an environment that aims to foster children's wellbeing.

Our success will be measured by the pride our members take in the club and the role models we produce within our community.



Strategies, goals and objectives

- ▶ **S**pecific
- ▶ **M**easurable
- ▶ **A**chievable
- ▶ **R**ealistic
- ▶ **T**imely



West's Mitchelton – Rugby League Football Club Inc.

Vision

We are a well-governed, financially stable and respected club that operates from a fresh, family orientated and vibrant community facility.

Mission

We provide participation and development opportunities in the sport of rugby league for residents of North-West Brisbane. We provide a welcoming, community environment that encourages participation and an active and healthy lifestyle. We actively develop relationships with other organisations so as to advance the multi-use nature of the facility.





MEMBERSHIP

- **Our Goals**

Membership -

- **increase by 25% by 2018**

Membership -

- **reflects the age diversity in our community.**

Strategies and Actions

- **Continually recruit new members.**
- **Implement six week 'come and try it' experiences**
- **for our social tennis windows.**
- **Review clothing rules to ensure they reflect current**
- **and future membership expectations.**

- **Assess the feasibility of program offerings for**
- **under 12 year olds.**
- **Encourage access to Full Junior Memberships**
- **when Youth Members attain required playing standard.**
- **Offer childminding services to increase access**
- **for parents and carers.**
- **Seek opportunities to engage families.**

SMART Example

Goal	Objectives	Actions/Targets - next 12 months
Increase female participation	<p>Register more players for the 10 to 15 years girl's teams.</p> <p>Increase the number of girl's teams at the club.</p> <p>Recruit and develop female coaches.</p> <p>Recruit and develop more female volunteers for roles such as team managers.</p>	<p>Direct promotion of the club to 15 nominated high schools in the district.</p> <p>Female players in the 10 to 15 years age group will increase by 15% on the previous season.</p> <p>Two additional girl's teams will be registered for formal competition.</p> <p>Four new female coaches will be recruited and will complete a Level 1 coaching course.</p> <p>Female volunteer drive will be conducted across the club membership.</p> <p>Four new female team managers will be recruited.</p>



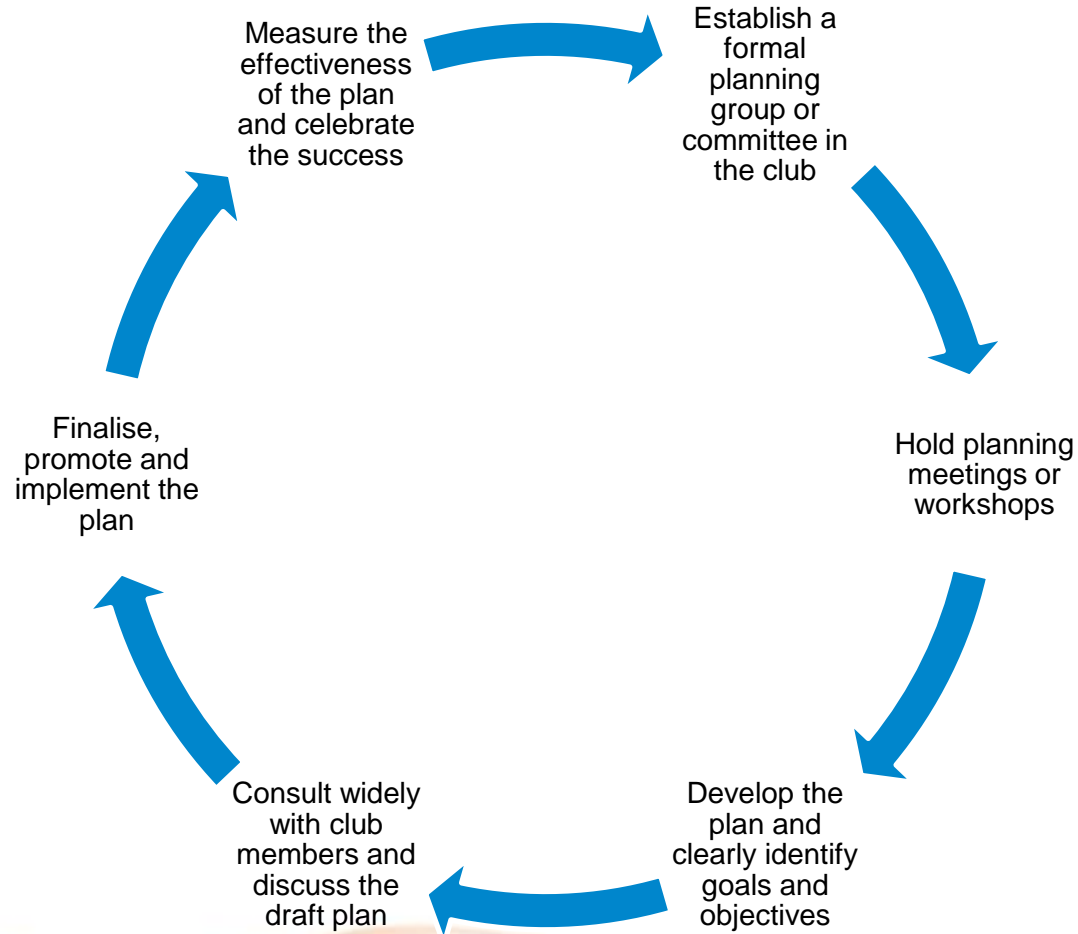
Priorities

- Be SMART
- Negotiation
- Consultation and consensus
- Best interests of the club and members
- Ranking and majority
- Agreement and commitment



- Ranking examples – Page 18
- Rank top 5 - stars
 - Increase female participation (3 stars)
 - Secure promotion (3 stars)
 - Replace kit (3 stars)
 - Improve coaching standards (3 stars)
 - Secure new sponsors (3 stars)
- Rank all 10 – lowest total
 - Increase female participation (18)
 - Secure promotion (19)
 - Replace kit (20)
 - Secure new sponsors (23)
 - Improve coaching standards (28)

Elements of the Planning Process



**Prioritise –
Be SMART**

Measuring success



Don't stress



- Stick to the principles and keep the documentation at a level that suits your club needs

