



Strategic Planning How To Guide

What is Strategic Planning?

- A way to gain consensus – Sharing and working towards a vision for the future which can develop cohesion amongst members
- A tool which enables club members to focus on specific outcomes
- A tool that allows and encourages an opportunity for ownership by the club
- An opportunity for development of the club's purpose and autonomy
- A dynamic and ongoing process where priorities are 'time framed' to ensure a sense of achievement
- An avenue for the club to define its challenges and prepare to address them
- A management tool to be used for effective interaction with stakeholders

Strategic Planning Process

1. Consultation
2. Mission
3. Vision
4. Values
5. Guiding Principles
6. Environmental Scan
7. Key Operational Areas
8. SWOT Analysis

1. Consultation

Gather insights from your members and stakeholders of your club.

- Develop and circulate a strategic insights survey
- Conduct interviews with key stakeholders
- Members and Stakeholders can include:
 - Internal – Committee members, Players, Parents, Volunteers, Sponsors
 - External – Local, State and National Sporting Associations, local government, fellow venue user groups

2. Mission

A mission focuses on today. What is the purpose of your club? What does your club do?

For example: *Webbcona Bowls Club foster and promote our sport by providing competitive, introductory, and social bowls opportunities, high quality facilities and a welcoming, family friendly environment for our members and guests.*

3. Vision

A vision focuses on tomorrow. What does your club aspire to become? What does your club set out to achieve?

For example: *The Ballarat Golf Club will strive to be recognised as the premier golf club in country Victoria.*

4. Values

Values help to make decisions about what is important in your club.

For example: **Community**

A genuine country club which offers a welcoming, inclusive, family friendly environment for our members and visitors.

5. Guiding Principles

Guidelines to support your club with strategic decision-making.

For Example: *We apply a gender lens to our activities with the aim of achieving gender equality where applicable.*

6. Environmental Scan

What is happening in the world today that impacts on your club and needs to be considered in planning?

Consider:

- Social Environment – EG. Changing demographics and social values
- Physical Environment – EG. Prices and availability of raw materials
- Competitors – EG. New program introductions
- Technology – EG. Communication methods
- Economic Environment – EG. Unemployment, interest rates, petrol prices
- Legal and Political Environment – EG. Change of government, new policies

7. Key Operational Areas

What are the key operational areas at your club? Each identified key operational area should have an objective and a set of priorities.

For Example: **Administration and Governance**

Ballarat District Golf operate with an administrative structure that includes an Executive Committee, Golf Operations Committee and Junior Development Committee, and as an incorporated body we are governed by our constitution.

Objective

We have strong leadership and administration that enables us to meet the needs of our affiliated clubs and the wider golf community.

Priorities

- Ensure our organisation has the governance, leadership and administrative structure needed to support current operations and future direction
- Ensure the financial sustainability of our organisation to support current and future direction
- Embed processes across our organisation to ensure we are effective and efficient
- Capture and document key information about our organisation to support succession planning

8. SWOT Analysis

Undertaking a SWOT analysis will assist your club in establishing an objective and a set of priorities for each key operational area.

	Helpful	Harmful
Internal	S Strengths	W Weaknesses
External	O Opportunities	T Threats

For more information on how Sports Central can assist your Club or Association conduct a Strategic Plan, please don't hesitate to contact us.



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