



Strategic Planning

Among sporting and recreation clubs in the Territory today, competition for funding, sponsorship, members and volunteers is tight. All successful clubs need good management practices and strong governance, but the fundamental key to success and development is to **plan for it**.

This fact sheet discusses the importance of a written plan to the success and growth of all sporting and recreational clubs—small and large.

What is a strategic plan?

Organisations of all shapes and sizes prepare a strategic plan to help set the organisation's direction and goals in the short to medium term (usually two to five years).

For sporting and recreation clubs, the goals are often around:

- increasing membership
- raising funds
- attracting and keeping volunteers
- developing coaches and officials
- maintaining sound management and governance practices.

Strategic business planning is a process for clubs to formally set these goals and map out exactly how they'll be achieved.

The plan looks at the club's own strengths and weaknesses and its external opportunities and threats, and it lists strategies to address or build on those things.

Some clubs also prepare a separate 'operational plan', which sets out short-term priorities and tasks for the next 12 months. Smaller clubs will often merge a strategic plan, operational plan and a more detailed business plan in the same document.

What does a strategic plan include?

While plans vary from club to club, a strategic plan generally covers these things:

- the club's vision and/or mission statement
- its core business areas
- the club's goals and objectives
- strategies and activities needed to achieve those goals and objectives
- timelines to complete those strategies and activities
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- resources needed to achieve the goals and objectives (what it will cost to accomplish in terms of people and finances)
- performance indicators to flag when the strategy/activity is completed
- priorities for action sorted into the short, medium and long term.

The benefits of a written strategic plan:

- the club's goals and objectives are clarified and prioritised
- the club's mission, vision and direction are made clear
- securing funding and winning sponsorships are both more likely
- resources (people and funding) can be allocated more efficiently
- reviewing the club's progress is easier
- ensures a professional approach and boosts the club's credibility
- volunteers and staff will better understand the business of running the club
- members and stakeholders can be involved in developing the plan, improving morale and buy in
- promotion and marketing strategies are identified
- what your club can offer new players and members is articulated.

Does our club need a strategic plan?

To become a STARCLUB or receive funding clubs must have a written strategic plan.

A written strategic plan demonstrates to government and funding bodies that the club has considered its goals and objectives, how they'll be achieved and by when, who's responsible for achieving them, how the success of the goals and objectives will be measured and the financial resources the club needs to carry out the plan.

Other resources

The division of Sport and Recreation have created a Strategic and Operational Planning Toolkit, which can be found [here](#).

Find further information on Growing Your Sport [click here](#).