



Tasman Regional
SPORTS TRUST

SportAssist **Training Resource** Strategic Planning



CONTENTS

STRATEGIC PLANNING-----2

STRATEGIC PLANNING COMPONENTS-----3

WIDER TRENDS IN SOCIETY-----4

BRAINSTORMING-----5

HOW IS OUR CLUB SHAPING UP?-----6

WHY DO WE EXIST?-----7

CREATING A FUTURE-----8

WHAT TO FOCUS ON-----9

OBJECTIVES SHOULD BE S.M.A.R.T.-----10

WHERE TO NOW?-----11

STRATEGIC PLANNING

'You can't escape the responsibility of tomorrow by avoiding it today' Abraham Lincoln

Why plan?

Sports operate in a complex environment, we must anticipate new challenges. To survive and thrive, we must plan strategically.

The strategic plan deals with issues affecting the organisations successful future. It will:

- Assess the current influences on your organisation
- Provides a clear direction for an organisation
- Get everyone working together towards common goals
- Create ownership of the organisation by its members
- Provide a sound platform for decisions to be made on and in the future
- Help guide an organisation through any major changes or developments
- Identify areas to improve

What is strategic planning?

- Strategy is about leading an organisation to pursue its mission and objectives
- Plans provide a common focus or goal to be reached and progress to be monitored
- It is the way to get the job done

**WHERE ARE WE GOING?
WHAT ARE OUR PRIORITIES?
NOW TO DEVELOP ACTION PLANS
IMPLEMENT THE PLAN
ARE WE THERE YET?**

STRATEGIC PLANNING COMPONENTS

- First you must analyse the way you are operating now
- Then decide why we are here and what our guiding principals are
- Break the organisations operations into categories
- Work out where you want to be if everything is going well
- Work out how we are going to get there
- Evaluate the process and update where appropriate

There are a series of steps to follow to get the best from a strategic planning exercise.

What process do we follow?

- | | |
|---------------------|---------------------------|
| 1: SWOT analysis | 2: Mission Statement |
| 3: Vision Statement | 4: Goals |
| 5: Objectives | 6: Action Plan |
| 7: Implementation | 8: Performance Evaluation |

S.W.O.T. ANALYSIS

MISSION/ VISION STATEMENT

GOALS/OBJECTIVE/ACTION PLAN

IMPLEMENTATION/ EVALUATION

WIDER TRENDS IN SOCIETY

- More options - less time
- Family structures have changed
- People expect a better quality
- User pays
- Technology

P E S T is a tool for overview of outside influences

- P= political: national and local government policies, banning tobacco has had an impact on sport
- E= economic forces include the state of the economy, employment rate, household income, rate of inflation, level of disposable income
- S= social: values, attitudes and demographic characteristics, changed attitudes to woman put pressure on media to report sporting success, link between lifestyle and health, public health concerns, less time, both parents working
- T= technological: new ideas, inventions, techniques and materials, e.g. kayaks and cycles improved by new materials, TV's computers and DVD's

Trends happening within sport clubs

- Club membership drop off
- Increasing financial pressure
- Reliance on Gaming Machine Trusts
- Fewer and fewer volunteers

Other influences worth consideration

- Rivalry - rugby and league have established a dominance in televised sport
- New entrants in the world of sport - the erosion of support for athletics with the increased support for Multisports
- Bargaining power of customers - people choosing to use commercial providers rather than belonging to a club e.g. indoor cricket or netball
- Bargaining power of suppliers - the influence of TV on the scheduling of international competition, length of seasons
- Substitute products and/or services e.g. the fitness industry as an alternative to participating in sport for fitness

BRAINSTORMING

- Brainstorming is a process of generating a wide range of creative ideas in response to a problem.
- It enables participants to hear and respond to the ideas of others.
- Group size ideally 6-7 people.
- Have someone running the session and someone recording it.
- Clearly specify the problem to be addressed.
- Brainstorm one problem at a time.
- Encourage everyone to have a say.
- Call for suggestions on how ideas could be improved.
- The greater number of ideas the more likely you are to get useful ideas.

Brainstorming Rules

- No criticism allowed – debate, don't argue
- Let everyone have a say - all ideas are valid
- Quantity is good
- Freewheeling is welcomed
- Look forwards, not backwards
- There is nothing wrong with change

HOW IS OUR CLUB SHAPING UP? (SWOT)

The AIM of SWOT is to give a current overview so that you can construct a strategy that takes advantage of the opportunities and overcomes the threats.

This method is commonly used in good planning process to set up the information needed for phase one of a strategic plan.

It is a process that quickly analyses the merits or otherwise of different components of an organisation.

The strengths and weaknesses generally relate to factors within the control of the organisation.

The Opportunities and threats are normally external to the organisation.

- S: What do we do well (Strengths)
- W: Where could we improve (Weaknesses)
- O: Are there any new opportunities for us (Opportunities)
- T: What could make things difficult for us (Threats)

Categories for Consideration

Administration/Governance/Structure	Facilities
Coaches/Officials/Volunteers	Competitions
Communications/Marketing/Promotion	Playing/Membership
Finance/Sponsorship	

Break the operation down into specific work areas, and decide what needs to be done for each individual area to achieve the desired result.

WHY DO WE EXIST?

Use post its or large sheets of paper to record the ideas, pick out the theme and compile into a statement. Get as much buy in from the participants as possible.

(Mission/Vision)

Mission: Why do you exist?

Vision: What are you trying to achieve?

- What business are we in?
- What are we doing?
- What should we be doing?
- Vision v Mission

Mission statements describe an organisations purpose.

Core business and values.

Why does it exist?

How? What? Who?

Mission:

To promote tennis as an enjoyable healthy sport for all ages and ability levels in our community.

Vision:

What the organisation is trying to achieve in three years time. The organisations realistic but challenging vision of the future.

Mission:

To promote and develop soccer in the Nelson region for any members of the community.

Vision:

Soccer in the Nelson region will be a high participation, financially sound, fully integrated and well organised family sport which enjoys national profile.

CREATING A FUTURE

The Big Picture

- What will the organisation look like when it is running brilliantly?
- Who will be involved?
- How will it be operating?
- What will people be saying about it?
- What will it be achieving?
- What difference will it make?

The Process

- Identify changes in your community and how they impact on your organisation
- Where is your organisation now?
- What are your priorities?
- Action plans
- Where to now?
- Evaluate

Consider outside influences and their effect.

Is today's operation working successfully?

The future, where do we want to be if everything is working well?

What needs to happen first? Prioritise your work areas.

What should we do to establish a successful future

How do we go about it?

Did we do that well or should we re-visit the situation?

Critical Elements to Change

- Project Champion
- Driver
- Can be the same person but not usually

A **Champion** sees and believes in the future direction of the organisation. They operate with an infectious passion and are there till the end.

A **Driver** is someone who can get others behind them and take the project on as a crusade. They may only be involved for one aspect of a project but are absolutely committed to getting it completed. Because of the two roles and the commitment required for each one, it is best if these roles can be separate.

Peer support between the roles is warranted and cements both positions.

WHAT TO FOCUS ON?

- What are the key issues?
- What are the key ideas/opportunities?
- What are the priorities?

Goals

- A Statement that explains the broad direction of your organisation
- Tennis: To encourage provision of opportunities in Tennis by all members of the community
- Soccer: To establish an administration and financial system that supports a fully integrated structure

The organisations higher level, longer term deliverables

Translates strategic intent into more tangible outcomes

Must clearly support the vision and address the key strategic challenges

Examples include, Financially viable world class high performance program More people participating more often

GOALS THEN GET BROKEN DOWN INTO OBJECTIVES

Objectives

- Your objectives should be trying to make a difference to the club
- Key points to look at: the issues you need to address; the key opportunities; strengthening weaknesses
- The specific results the organisation wants to achieve
- The first step is to identify exactly what issues and opportunities you want to address within your category (you may have to prioritise these)
- When writing objectives you need to make sure that it is measurable (or to identify a measure for it)
- They also need to be specific enough so that you can understand exactly what you are trying to achieve
- Remember not to get too focused on the "how to" at this stage, that comes with the action plan
- Tennis: to double the number of junior players registered by the end of 2008
- Soccer: All committees will have their draft budgets to the board by December 2008

Objectives need to be set for each goal to indicate the scale of change desired and enable progress to be monitored and measured.

Goals may require more than one objective, qualitative and quantity focused and what is the priority of these objectives.

OBJECTIVES SHOULD BE S.M.A.R.T.

To determine and prioritise the objectives for the organisation

- S= specific
- M= measurable
- A= achievable
- R= realistic
- T= timeframe

Action plans

An action plan should outline how to reach your objectives

- What steps do you need to take to achieve each objective?
- What resources do we need to make it happen/who can help us?
- Who will be responsible for making the action happen?
- When should the plan be actioned?

GOAL: To encourage provision of opportunities for participation in tennis by all members of the community

Objective	Action	Who	When	Dollars
To double the number of junior players by the end of the 2008 season	Produce promotional brochure for distribution to local schools	Club Captain	Distribute by 1st of July 2007	\$500.00

This template gives an overview of the Objective, the Action or what needs to be done, by whom and when

WHERE TO NOW?

Outline what needs to be done to finish writing the plan and to put it into action.

A draft plan will need to be written and then should be circulated for comment

It should be regularly reviewed and put on the agenda at regular meetings.

Modify the plan if you cannot achieve some of the goals, it should be a living document

Review committee to review yearly and to add another year onto the plan, you should be constantly planning three years ahead.

Implementation

- The strategy itself is not often the cause of failure
- Strategies most often fail because they aren't well executed
- A brilliant strategic plan is worthless unless implemented properly
- Regularly review, put it on the agenda at regular meetings
- Modify if you cannot achieve some of the goals

*'It is not the strongest of the species who survive,
nor the most intelligent,
but the ones most responsive to change'
Charles Darwin*

*'If you always do what you've always done
then you will always get what you've always got'*

*'Insanity is doing the same thing but
expecting different results'*

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