

# SportAssist Activity Booklet

## Strategic Planning Made Simple



## **Contents**

	Page
Why Plan?	3
What is Strategic Planning?	3
"The Steps to Strategic Planning"-Overview	4
SWOT analysis	4-6
Vision and Mission Statements	7
Current Position	8
Organisational Structure	8
Setting Goals/Priorities	9

## **Appendices**

Strategic Plan Process Document	10-15
Strategic Plan Template	16-18

## SportAssist Activity Booklet

### Strategic Planning Made Simple

#### Why Plan?

Sports operate in a complex environment and as such sports organisations must anticipate new challenges. To survive and thrive, sports organisations must plan strategically as planning is the key to the future of any organisation. Whether at a national, regional or local level, sports organisations need to make long-term plans in order to progress and grow.

#### 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
- **Strategic Planning** is the way to get the job done

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

The **strategic plan** deals with issues affecting the organisation's successful future and is a useful tool. It should;

- 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

## Activity: "The Steps to Strategic Planning"

### Aim:

The purpose of this activity is to help you to breakdown the process of strategic planning for your organisation using a simple step by step approach. By the end of the workshop you will have worked on developing a strategic plan by focusing on the following;

1. SWOT analysis (strengths, weaknesses, opportunities, threats)
2. Your Vision and Mission Statement
3. Your current position, including your organisation's current position, strengths, role, core business and categories of membership
4. Structure of your organisation
5. Your focus including strategic action plans based on your SWOT analysis

The following steps will be done over a period of time once the strategic plan is in place

6. Implementation
7. Performance Evaluation

## Step 1: SWOT analysis - a useful starting point !



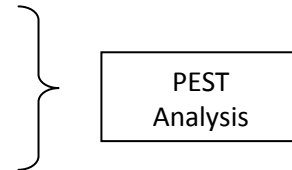
A **SWOT** analysis is a useful process that will help you to take a broader look at your organisation, **before** you develop a strategic plan. It enables you to reflect on:

- **Strengths**- What are we good at and do well?
- **Weaknesses**-What are we not too good at and are not doing well?
- **Opportunities**-Are there any new opportunities for us?

• **Threats** – What could make things difficult for us?

It will enable you to set your action plans or strategic objectives (ie the things your organisation wants to achieve). In the process of doing this you may consider both **internal and external factors**:

- Administration/Governance Structure/Committee
- Facilities
- Coaches/Officials/Volunteers
- Competitions
- Communication/marketing/promotion
- Playing Membership
- Finance/ Sponsorship
- Health & Safety issues
- Policy Documents
- Outside agencies
- Political forces-Local and national government policies
- Economic Forces
- Social Trends
- Technological trends and influences







Within your organisation it's a great idea to draw a **SWOT diagram** on a whiteboard or large piece of paper and use it as a brainstorming base at a committee meeting. This will help you to focus on your organisation and help you to establish your short and long term priorities and goals.

Strengths	Weaknesses
Opportunities	Threats

**Task a** : Complete a **SWOT** analysis of your organisation, using the pro forma overleaf. You may wish to work on your own or with others in your group.

### SWOT Analysis

<p><b>STRENGTHS</b></p> 	<p><b>WEAKNESSES</b></p> 
<p><b>OPPORTUNITIES</b></p> 	<p><b>THREATS</b></p> 

**Internal Factors**  
*(Things within your organisation)*

**External Factors**  
*(Things outside of your organisation)*

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## Steps 2 and 3 - Your Vision and Mission Statements

- Your **vision statement** is simply a statement that describes what your organisation intends to achieve.

### Example



*Our Vision: More People, More Active More Often.*



(Reference [www.tasmanregionalsports.org.nz](http://www.tasmanregionalsports.org.nz))

- Your **mission statement** is simply a statement that **briefly** describes why your organisation exists and how your organisation will achieve its vision. It should identify its purpose.
- Example



*Our Mission : To lead the development of physical activity, recreation and sport across the Top of the South Island.*

**Task b:** Using *the strategic plan process document* in the appendix complete the first section (1.0) by identifying your organisation's;

- vision
- mission statement



#### **Step 4- Current Position- Where are we now?**

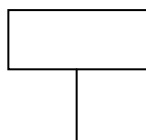
**Task c:** On the given *strategic plan process document* in the appendix complete the "Current Position" section (2.0) for your organisation. In this section you should consider your organisation's;

- current position (where you are now)
- strengths
- role
- core business
- categories of membership
- core values

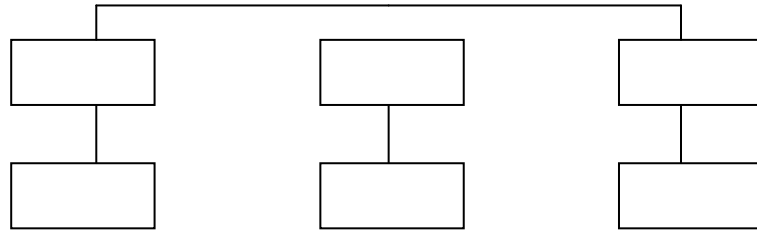
Your **SWOT analysis** will assist you with the completion of this section.



#### **Step 5- Organisational Structure-Who's in our organisation and what role do they have?**







**Task d:** On the given *strategic plan process document* complete the "Structure" of your organisation (section 3.0). In this section you should consider doing a who's who guide to your organisation. This could be like a 'family tree' where you include a diagram of your organisation's structure.



### **Step 6 -Setting Goals/Priorities (Our focus)**



### **Task e:**

On the given *strategic plan process document*, complete section 4.0, "Our Focus". You will need to refer back to the results of your **SWOT analysis** prior to completing this task and should consider;

- Your priorities/goals
- Who might be responsible for driving each priority/goal
- How you will measure whether you have achieved each goal
- Review date for each goal



## -Task 7- Your Strategic Plan

### Task f:

You will now be in a better position to complete the strategic plan for your organisation making use of the information gathered in each of the previous steps. This is an activity you may wish to complete at the next meeting of your committee. A *strategic plan* pro forma has been provided for you in the Appendices.

# Vision for the Future

Strategic Plan 2010 – 2013

## Process Document

Name of Organisation

## **Table of Contents**

**1.0 Our Vision and Mission**

**2.0 Our Current Position**

**3.0 Our Organisational Structure**

**4.0 Our Focus**

**5.0 Our Strategic Plan (Separate document)**

## 1.0 Our Vision & Mission

.....Club/Organisation is committed to the following vision:

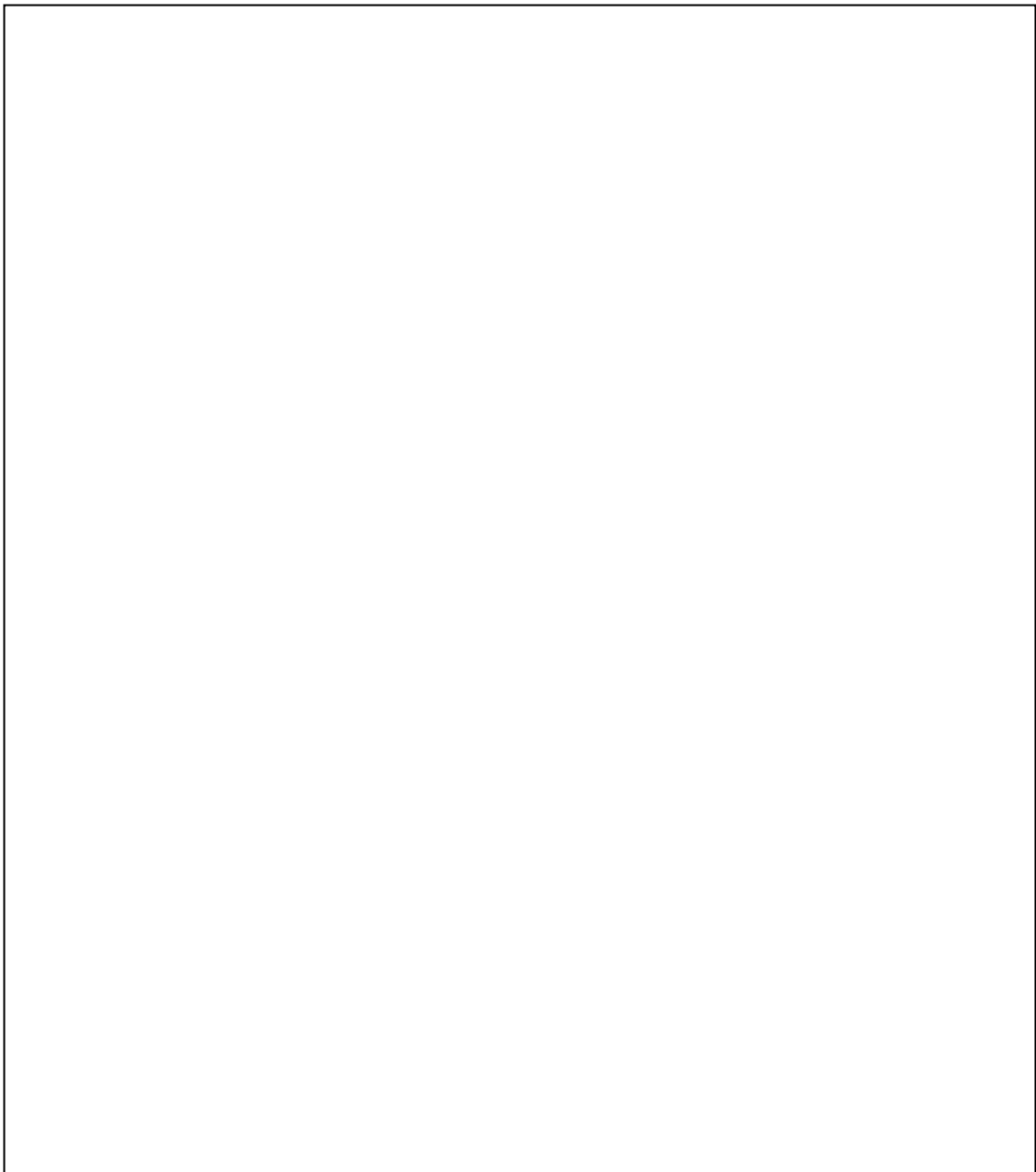
### **VISION**

This vision is supported by our mission statement:

### **MISSION STATEMENT**

## **2.0 Our Current Position**

### **3.0 Our Organisational Structure (Diagram)**







# Strategic Plan Template

# **Vision for the Future**

## **Strategic Plan 2010 – 2013**

..... (Name & Logo)

### ***1.0 Introduction***

### ***2.0 Our Vision:***

### ***3.0 Our Mission:***

*We believe that this vision and mission will allow us to maintain a successful organisation, both on and off the field. This document aims to illustrate the goals and objectives of the club, and how we*



*intend to achieve them. To achieve these goals and objectives, our club needs wide acceptance from our members and assistance in undertaking the initiatives contained within this document.*

## **4.0 Our Core Values:**

## **5.0 Our Strategic Goals:**

## **6.0 Strategies to Achieve our Goals:**

## **7.0 Self Review**

*The club reviews the Strategic Plan every 3-5 years, though all club operations undergo a debriefing annually.*