

*(Logo of club/ association)*

*(Name of club/ association)*

# Business Plan

XX Month Year to XX Month Year

*(Period the plan covers, i.e. 1 July 2008 to 30 June 2011 – three year plan)*

**Name of club/ association**  
**Contact information**

**Telephone:**

**Email:**

**Website:**

**Chairperson of Board:**

**Telephone:**

**President of Committee:**

**Telephone:**

**Date of plan:**

## Signature page

*It is always important to ensure key personnel are committed to the plan. Empower them by encouraging their input into the planning process and signing this signature page once the contents are agreed upon.*

*Modify this to reflect your organisational structure.*

The strategic business plan has been developed, agreed to and signed off by the following stakeholders of (name of club/ association):

<b>The Board</b>	<b>Portfolio</b>	<b>Signature</b>
1. (name)	Chairman	
2.	Administration	
3.	Finance	
4.	Marketing promotion and sponsorship	
5.	Risk management	
6.	Participation and athlete development	
7.	Human resource and education	

<b>Committee</b>	<b>Portfolio</b>	<b>Signature</b>
1. (name)	President	
2.	Vice President	
3.	Treasurer	
4.	Secretary	
5.	Registrar	
6.	Fundraising and Sponsorship	
7.	Competitions	
8.	Marketing and Promotions	
9.	Canteen	
10	Delegate	
11.	General Committee	
12.	General Committee	

## Executive summary

The strategic business plan will play an integral role in managing the *(Club/ Association)* in achieving its goals over the next *(three, four or five)* years. It will be used extensively by the *(Board and/ or Committee)*. When necessary, it will be modified to reflect the ongoing development and needs of the *(Club/ Association)*.

*The executive summary is to give a brief overview of the clubs/ associations line of business.*

*Include topics such as:*

- *An outline of past achievements*
- *Future goals/ objectives (strategic direction)*
- *Planned major events*
- *Recommendations.*

# Table of contents

*List the content of the strategic planning documents and relevant page numbers.*

	Page number
Cover sheet	1
Signature page	2
Executive summary	3
Table of contents	4
Mission and vision statements and <i>clubs/ associations</i> long term goals	5
Issues facing the <i>club/ association</i>	6
Committee of management	7
Membership trends	8
Financial summary	9
SWOT analysis	10
Key results area	11
Key results area	12
Key results area	13
Key results area	14
Key results area	15
Review of the plan	16

## **Vision of the *club/ association***

### **Mission statement**

*List your clubs/ associations mission statement.*

*A mission statement tells you the fundamental purpose of the club/ association. It concentrates on the present. It defines the customer and the critical processes. It informs you on the desired level of performance.*

*An example of a mission statement may be; 'To encourage community participation in Rugby with development opportunities designed to meet member's needs'.*

### **Vision statement**

*List your clubs vision statement.*

*A vision statement outlines what the club/ association wants to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria.*

*An example of a vision statement may be; 'To be dynamic, innovative and responsive to our membership and use sound management practices'.*

## **Club/ Association long term goals**

*State the clubs/ associations long term goals and objectives.*

- 
- 
- 
- 
- 
-

## Issues facing the club/ association

This section is to be completed after the planning workshop has been conducted and is simply a summary of what issues the club/ association has identified and the desired outcomes.

The club is faced with a number of issues that have been addressed in this Business Plan, with a view to achieving the outcomes listed:

### Issues

- Current membership structure, categories and strategies for membership growth and retention.

### Outcomes

- Membership growth and retention

# Committee of Management

List your club/ association committee of management; the positions and brief responsibilities. Names may be optional.

Position	Name (optional)	Responsibilities
President		• •
Vice President		• •
Treasurer		• •
Secretary		• •
Registrar		• •
Fundraising and Sponsorship		• •
Competitions		• •
Marketing and Promotions		• •
Delegate		• •
Canteen		• •
Bar Manager		• •
General Committee		• •
General Committee		• •

*Please list any sub-committees and their responsibilities.*

Name of club/ association has the following sub-committees;

- *Fundraising sub-committee – responsible for undertaking numerous fundraising activities throughout the season.*

- 
-

## Membership trends

Fill in the table below listing;

- The categories of membership (i.e. junior, adult, senior, social, life members)
- The membership numbers for the past two years and the current year. The final three years are the desired membership numbers the club is striving to achieve.

This table represents *name of club/ associations* membership base over the past three years. The next three years outlines the desired membership base the *club/ association* is striving to achieve.

Membership category	2007	2008	2009	2010	2011	2012
i.e. Junior Members	125	95	85	100	120	140
Total members						

*In which suburbs do most of your members live? Note: Approximately 80% of members of sport and recreation clubs reside within 5km of the clubs home ground.*

Approximately *x%* of the *club/ association* membership base originates from the following suburbs; **list suburbs.**

The total capacity of the *name of the club/ association* is anticipated to be *x* members.

## Financial summary

List your clubs/ associations current financial position over the past three financial years and complete the following formula to determine trends.

Along the left hand column, place your income sources and expenses with the corresponding amounts. The difference between the first and third financial year listed can be worked out with the following formula:

$$\frac{C - A}{A} = N \text{ (x 100 to give a percentage)}$$

Membership example below is  $(5600 - 3800) / 3800 = 0.47 \times 100 = + 47\%$

Fundraising example below is  $(1800 - 2400) / 2400 = - 0.25 \times 100 = - 25\%$

	A		C	
<b>Income</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Trends %</b>
Membership	\$3,800	\$4,200	\$5,600	+ 47%
Fundraising	\$2,400	\$2,600	\$1,800	- 25%
Merchandise				
Canteen				
Bar				
Gate				
Bank interest				
<b>Total</b>				
<b>Expenses</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2008/09</b>	<b>Trends %</b>
Maintenance				
Insurance				
Affiliation				
Sundry Expenses				
<b>Total</b>				
<b>Total</b>				

# SWOT Analysis

*The SWOT analysis has two aims:*

- 1. To help identify where the club/ association is now and;*
- 2. To prepare the club/ association to develop a strategy that will utilise strengths, manage weaknesses, take advantage of opportunities and minimise threats.*

## Strengths

- What are the advantages of your club/ association?
- What do you do well? (what do you brag about?)

## Weaknesses

- What could be improved?
- What is done badly? (what's embarrassing?)
- What should be avoided?
- What should you be doing that you can't?

## Opportunities

- What good choices are you facing?
- What are the next steps?
- What are the trends in your community?

## Threats

- What obstacles do you face?
- What are other clubs/ associations doing? What are they planning?
- What are your sponsors doing? What are their plans?
- Are the required specifications for your services changing?
- How is the demand for your services? Are your clients less satisfied or more satisfied?

## Suggestions for the SWOT analysis

- |                                       |  |  |
|---------------------------------------|--|--|
| • Club handbook                       | • Membership – increasing/<br>decreasing | • Relationship with other user<br>groups |
| • Quality of facilities               | • Sports trainers – qualified            | • Location                               |
| • Coaches – qualified                 | • Participation absence from<br>training | • Partnerships                           |
| • Media liaison                       | • Marketing                              | • Signage                                |
| • Sponsorship                         | • Safety policy                          | • Liquor licensing                       |
| • Equipment – operational;<br>playing | • Travel; to/from training and<br>games  | • Planning                               |
| • Social functions                    | • Loyalty                                | • Risk management                        |
| • Training facilities                 | • Aging volunteers                       | • Insurance costs                        |
| • Parental/ volunteer<br>involvement  | • Image; club/ sport                     | • Umpires                                |
| • Website                             | • Uniforms                               | • Time commitments                       |
| • Fundraising                         | • Attendance at committee<br>meetings    | • Club flyers/ brochures                 |
| • Injuries                            | • Media coverage                         | • Recruiting members                     |
| • Fees                                | • Game fixtures/ playing times           | • Volunteer training                     |
| • Volunteering                        |  | • Apply for a grant                      |
| • Facility access                     |  | • New programs                           |
|                                       |  | • Car parking                            |

	Helpful To achieving the objective	Harmful To achieving the objective
Internal origin Attributes of the organisation	<b>Strengths</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
External origin Attributes of the environment	<b>Opportunities</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>

## Key Results Area

It is important that your clubs/ associations goals and objectives are SMART;

### Specific

- Goals should be straightforward and emphasise what your club wants to happen.
- Specific is the What, Why and How of the SMART model.

### Measurable

- If you can't measure it, you can't manage it.
- Choose a goal with measurable progress so you can see the change occur.

### Achievable

- Goals that you set too far out of your reach, you probably won't commit to doing.
- The goal needs to be within your reach resources.

### Realistic

- Realistic in this case means 'do-able', that the skills needed to do the work are available and that the project fits with the overall strategy and goals.
- A realistic objective may push the skills and knowledge of the people working on it but it shouldn't break them.

### Timely

- Set a timeframe for the goal.
- Putting an end point on your goal gives you a clear target to work towards.

### Example:

Objective 1: **Apply for a Healthway Healthy Club grant in 2009/2010 to assist in the purchase of safety equipment, educational resources and accreditation of coaches and officials.**

Strategy	Actions	Responsibility	Timeframe	Resources	Progress
Apply for Healthy Club grant through the 2009/2010 summer season.	Contact Healthway's to gain application form and guidelines.	Sponsorship Officer	July 2009	Nil.	
	Complete application form and discuss any enquiries with a representative from Healthways	Sponsorship Officer	August 2009	Nil.	

	Submit application for sponsorship	Sponsorship Officer	20 September 2009	Nil.	
	If successful, complete tasks as required by Healthways	Sponsorship Officer	November 2009 to February 2010	Nil.	
	Submit acquittal form	Sponsorship Officer and Treasurer	March 2010	Nil.	

Objective 2:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 3:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 4:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 5:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 6:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 7:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 8:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 9:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

Objective 10:

<b>Strategy</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Resources</b>	<b>Progress</b>

## Review of the plan

The business plan is to be monitored and reviewed on a regular basis by the *board and/ or committee*.

The President has the overall responsibility to members for the implementation and review of the business plan.

The committee members who are responsible for specific objectives are required to report on the process of these objectives on a quarterly basis.

The yearly review will take place at *the end of each financial year 30 June*.

<b>Business planning</b>	<b>Interim review</b>	<b>Update</b>	<b>Responsibility</b>
Executive summary	As required	Annually	Committee
Vision and mission statement	As required	Annually	Committee
Issues	Annually	Annually	Committee
Committee of Management	Annually	Annually	Committee
Membership trends	Annually	Annually	Registrar
Financial summary	Annually	Annually	Treasurer
SWOT Analysis	Six-monthly	Annually	Committee
Key Results Areas	Quarterly	Annually	Responsible officers
Entire Business Plan	Annually	Annually	Committee

# Guide to writing a business plan

## Why plan?

Whether at the national, state or local level, clubs/ associations need to plan their long-term viability in order to grow.

Planning helps to:

- Look at where the organisation has come from and where it is now, where it wants to go and how it is going to get there.
- Identify the main objectives of the organisation.
- Encourage the members to get involved in the development of the organisation.
- Adjust to changes in the current environment that have an impact on the organisation.
- Ensure that resources (human, physical and financial) are used effectively.
- Evaluate the organisation.
- Bring order into the hectic business of running a sporting organisation.

## Who should be involved in the planning process?

Try to involve as many people in the planning process as possible. The more people who are consulted in the development of the plan, the more it will reflect the true direction of your organisation. Your members will also feel that the plan belongs to them and they will be more comfortable in assisting with its implementation.

A group of people should be invited to a planning meeting to brainstorm the basics of the plan. This group should be representative of:

- Board/ committee members
- Volunteers
- Sport participants
- Paid staff
- Coaches
- Facilities operators
- Officials
- Sponsors
- Parents
- Other stake-holders in your organisation
- Representative from Local Government, i.e. Club Development and Funding Officer.

After the planning meeting, the draft plan should be circulated as widely as possible to your members to make sure that it reflects their needs.

## When should you plan?

You will need to set aside a specific time-slot in your schedule (perhaps half a day) for your planning meeting. The meeting should be long enough to develop the basic framework of the plan so the duration will depend on the size and complexity of your club/ association.

## The planning pathway

### Form a planning committee

A small group of committed people should get the planning process under way and ensure the plan is implemented and reviewed regularly.

## **Hold a planning workshop**

Invite a group of people (including administrators, coaches, officials, athletes, sponsors, facilities managers and councils Club Development and Funding Officer) to attend a planning meeting to develop the framework of the plan. A facilitator, or a person who is experienced in leading planning workshops, may assist your organisation to get the most out of the workshop.

## **Develop your plan**

The planning committee or an entrusted individual writes up your plan. The pages provided previously in this document are a guide only and sections may be removed or added at the discretion of your planning committee. It is important to remember to keep it simple.

## **Consult with your members**

- Make sure that your members understand your plans.
- Remember that it is their plan too.
- Make any necessary changes to the plan.

## **Promote your plan**

- Make sure your new plan gets plenty of publicity – put it in your newsletter, send a copy to sponsors.
- It's your plan – you should be proud of it.
- The more you promote the plan, the more people will know about it and help you to implement it.

## **Implement it**

- There's no point in developing a plan that will gather dust on the shelves.
- Make your plan a living, breathing document that helps people to get the job done.
- Evaluate it and modify it if necessary – it may not be exactly what you want or can achieve first time around.

## **Celebrate success**

As objectives in the plan are achieved, let everyone know about it, no matter how small.

## Acknowledgements

The City of Gosnells Club Development and Funding Officer created this business plan for local sport and recreation clubs and associations to modify and implement.

This template was designed as a one-size-fits-all method for clubs within the City of Gosnells and is more than likely going to require each club/ association to modify the plan to best suit their individual needs.

The City's Club Development and Funding Officer is more than willing to support your club/ association in either the development of your inaugural business plan, update of an existing plan or provide assistance in the completion of an existing plan.

Various aspects of this business plan originated from other government resources and it is important to make reference to the following documents:

Australian Sports Commission (2000) Club/ Association Management Program Club Planning.  
Date accessed; 10 December 2008 from [www.ausport.gov.au/clubs](http://www.ausport.gov.au/clubs)

Department of Sport and Recreation WA (2007) Planning for Your Club: The future is in your hands.  
Date accessed; 10 December 2008 from [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)

New South Wales Department for Tourism, Sport and Recreation (n.d.) Strategic Business Plan.  
Date accessed; 10 December 2008 from [www.austport.gov.au/clubs](http://www.austport.gov.au/clubs)

For more information on developing a business plan, please either contact the City's Club Development and Funding Officer on 9452 9912 or [barmstrong@gosnells.wa.gov.au](mailto:barmstrong@gosnells.wa.gov.au) or visit the following websites:

Department of Sport and Recreation - [www.dsr.wa.gov.au](http://www.dsr.wa.gov.au)  
Australian Sports Commission - [www.ausport.wa.gov.au](http://www.ausport.wa.gov.au)