Strategic planning

“Failure to plan is planning to fail”… Benjamin Franklin

“If you always do, what you always done, you’ll always get what your always got”… Henry Ford

“A Goal without a plan is just a wish “… Antoine de Saint-Exupery

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The need to plan

- A strategic plan is much more of a broad picture of where the committee and management want the club to be in, for example, 3 to 5 years time.
- It outlines the main activities and approaches to be taken to enable it to reach its objectives.
- To evolve the plan certain action must be taken:
  - Research
  - Initial Meeting
  - SWOT
  - Study Groups
  - Formulate
  - Share
  - Implement
  - Monitor

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Before you start.

- Research
- Where are you coming from ? Trends, patterns
- Membership (Breakdown, growing, declining)
- Membership Survey
- Turnover (Breakdown, growing, declining)
- Local demographics, what's happening outside your walls
- Who is responsible ?

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Initial meeting.

- Set aside an entire meeting , don’t clutter it with normal meeting information
- Use a facilitator (independent if you can).
- Give everyone the opportunity to be involved (watch for dominance)
- Utilise a whiteboard (take a photo before wiping off)
- Plan it into sessions and take a break between
- Onsite / off site ?

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SWOT…

- Do an analysis on all aspects of the Club operations
- Membership & Experience (Sub sections)
- Food operation
- Bar operation
- Gaming Operation
- Governance
- Management

- By slightly re arranging the order you will get a better result
- Strengths, weaknesses, threats then Opportunities (because you may have unearthed some!)

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Study groups

- **Target some groups within your membership**
- **Reach out to people who don’t belong**
- **What is the community perceptions of the Club**

Formulate the plan

- Each main activity needs to have an action plan which covers:
- • Who is responsible for what
- • Resources needed
- • Projected income and costs
- • Time frames
- • Quality measures
- Effective planning is one of the essential keys to establishing and maintaining successful club development and long term financial good health.

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Share the vision

- **Bring the passengers along on the ride.**

- **Hold a member information evening and present the strategic plan at the AGM**

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Monitor & Revisit

- Now that you have a strategic plan, that doesn't mean putting it on the shelf and ticking the box..
- Re visit where you are on a quarterly basis.
- Utilise your strategic plan in annual planning (does it fit with the overall vision?)
- Be prepared to make adjustments and re focus
- In simple terms, a club that does not have an annual plan and a long-term strategic plan is like a ship without a rudder.
- Thank you for your attendance

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