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# STRATEGIC AND OPERATIONAL PLANNING TOOLKIT

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# STRATEGIC & OPERATION PLAN

*Date*

*Name of the Association/Club*

*Association/Club contact details*

*Telephone*

*Website*

*Name*

*Position*

*Telephone*

*Date of Completion of Plan*

*Review Date*

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# SIGNATURE PAGE

The Strategic and Operational Plan has been signed off by the following **members/stakeholders**

Name	Position	Signature

**Date:** \_\_\_\_\_

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# EXECUTIVE SUMMARY

Can outline background information and achievements, future goals and how the club is going to achieve them.

## THE EXECUTIVE SUMMARY

### BACKGROUND

***Will be reviewed on*** \_\_\_\_\_

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# MISSION, VALUE & VISION STATEMENTS - EXAMPLE

Mission, Value and Vision statements are powerful tools in defining and guiding your club's ability to create the future. An effective mission statement first requires a review and establishment of the goals of the club

## MISSION

The mission statement is the authentic purpose of the club; what the club is, what the club does and why the club does it. Several ideas to include in the statement could be;

1. respect the involvement of the community, and is committed to continuing this relationship in the future
2. committed to fostering the growth of its junior programs
3. sustainable future as well as on field success by building club capacity
4. an all-inclusive club that connect members of all ability levels to play and compete
5. active leadership and management of the club
6. strives to encourage participation, socialization, and competition
7. to provide an environment that enhances the health and well-being of its members

## VALUES

A value statement helps to build particular behaviours that underpin and strengthen a positive culture in your club: for example, how the club would like its members to behave towards each other, what relationships the club would like to establish, how the club would like to encourage diversity; Several ideas are presented below;

1. Honest – Clear, truthful communication
2. Respectful – To players, coaches, administrators, parents, referees, and visiting competitors.
3. Community focused – shared links to local schools and other clubs, families.
4. Inclusiveness – incorporated into all club activities
5. Persist – even if success does not come quickly
6. Good sportsmanship – by discouraging anti-social behaviours

## VISION

The vision is a statement is a description of where the club wants to be in 2, 3 5 or 10 years' time. What outcomes does the club want to work towards achieving? Some demonstrated examples are:

1. To create a supportive environment aimed at encouraging the development of our members in sport participation and leadership
2. To be an inclusive community sports club and a leader in sports provision and development
3. To grow, promote and develop xyz sport in our community

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# MISSION, VALUE & VISION STATEMENTS

## MISSION

The Association's /Club's mission

## VALUES

The Association's /Club's values

## VISION

The Association's /Club's vision

## STRATEGIC PRIORITIES – GOAL SETTING

The strategic operation plan helps to identify where the club stands at present, identifies elements that are critical for its success and plays a central role in where the club will head in the future.

**Goal** – What does the club want to achieve

**Objectives** – What activities does the club need to do in order to achieve its goal?

**Method** – How is the club going to do the activities to achieve the objective?

Example

Goal	Objective	Method
<b>To send a team to Under 14 nationals</b>	1. Form a committee and select a team	Hold junior try outs
	2. Select Coaches and Team managers	Create an application process for managers and coaches  Advertise
	3. Appoint a logistics person, accommodation, flights etc	Create an application process for logistics person  Advertise
	4. Fundraise to assist with team expenses	Sausage sizzle  Club raffles



# PLANNING GRID 1

Goal 1:

Objective	Method	Resources	Who	When	Expenditure or Income	Performance indicators
1						
2						
3						
4						
5						
6						
7						

# PLANNING GRID 2

Goal 2:						
Objective	Method	Resources	Who	When	Expenditure or Income	Performance indicators
1						
2						
3						
4						
5						
6						
7						

# PLANNING GRID 3

Goal 3:						
Objective	Method	Resources	Who	When	Expenditure or Income	Performance indicators
1						
2						
3						
4						
5						
6						
7						

## SWOT ANALYSIS EXAMPLE

The SWOT Analysis helps to review the strategic direction of the club. It can help the club to identify where it is now, examine its XXXXXX

Strengths and Weaknesses in general are regarded as internal factors, whereas Opportunities and Threats are normally regarded as external factors.

Internal Environment - Normally addresses the present situation in the club or association

External Environment - Normally address the external environment and factors tend to be in the future XXXX

Strengths	Weaknesses
<b>Internal Environment</b>	
Well-structured committee Skilled volunteers Highly skilled people from a wide variety of professions	No new members Few volunteers No sponsors Association only has a few clubs and not well organised
Opportunities	Threats
<b>External Environment</b>	
Knowledge of Department of Sport and Recreation grants Knowledge of other community grants Develop program and events for a greater cross section of the community	Local school closing down Competition scheduling Ageing volunteers Losing coaches and players to other sports

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# SWOT ANALYSIS

Strengths	Weaknesses
<b>Internal Environment</b>	
Opportunities	Threats
<b>External Environment</b>	

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## PESTLE ANALYSIS EXAMPLE

Measures potential XXXX

<b>Political</b>	<b>Economic</b>
Government policies Funding, grants and initiatives	Local economy Club financials
<b>Social</b>	<b>Technological</b>
Sports trends Club image	Technology legislation, for example taking photos of children Innovation potential
<b>Legal</b>	<b>Environmental</b>
Current legislation, OH&S, or Working with children card, Correct procedures to incorporate clubs	Club social responsibility, awareness and expectations

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# PESTLE ANALYSIS

Political	Economic
Social	Technological
Legal	Environmental