



Club management program



PLANNING
FOR FOOTBALL CLUBS



Club management program

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Welcome to the AFL club management program

The Australian Football League recognises that club volunteers and administrators make a significant contribution to Australian Football. It also recognises that the demands on club volunteers and administrators are increasing along with the need for clubs to operate in a professional manner.

As a result, the AFL, in conjunction with the Australian Sports Commission, has developed the AFL club management program aimed at supporting community football through providing an education program for club administrators. Community football clubs and leagues form the cornerstone of the AFL game and the support of community club football is a critical component to the overall success of the competition at all levels.

The AFL club management modules have been developed through extensive consultation with volunteers and administrators and the six modules have been identified as the main priority areas of assistance required by community clubs.

Each module of the AFL club management program has been designed as a stand-alone workshop/ seminar to allow for clubs members to attend the workshops that are particularly relevant to their role within the club or their own interests.

While the six modules are designed to be stand-alone, it is important to recognise that the planning module is the foundation upon which club management is based. Therefore all club members are encouraged to participate in the planning module and, ultimately the club's overall planning process.

I encourage you to attend and be part of all workshops offered through your local league/association and in the process help better your club and grow community club football.

I wish you all the best in these endeavours.



Andrew Demetriou

Chief Executive Officer
Australian Football League



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AFL club management program

The AFL club management program consists of the following modules:

Planning – The purpose of this module is to:

- Identify the need for clubs to plan.
- Provide the basic framework for organising a planning workshop.
- Outline the planning process and the 10 basic stages involved.
- Provide practical templates to assist in writing a plan.
- Identify methods of reviewing the effectiveness of the plan.

Risk management – The purpose of this module is to introduce:

- The application of specific legal principles in the football environment.
- Considerations relevant to liability and duty of care.
- The risk management process.
- Waivers, indemnities and warnings.
- Risk management policies and procedures.
- Legislative requirements.
- Insurance – National Risk Protection Program.
- Match-day checklists.
- The importance of establishing a risk management officer.

Volunteer management – The purpose of this module is to:

- Outline the rights and responsibilities of volunteers.
- Encourage clubs to appoint a volunteer coordinator.
- Outline the importance of job descriptions.
- Identify ways to recruit, retain and recognise volunteers.
- Identify how to develop a volunteer management policy.
- Outline the process of selecting and screening volunteers.
- Identify the need for succession planning.

Community partnerships – The purpose of this module is to:

- Explore the ways in which a community club can build relationships with other sports and groups within the community.
- Identify how clubs can form favourable partnerships with local government authorities.
- Develop ways of attracting sponsorship and fundraising opportunities.
- Show ways of obtaining grants and funding from various agencies – local, state and federal level.
- Establish how to create a healthy environment within the club.
- Identify how to attract and support umpires.
- Provide ways clubs can promote their activities within the community.

Financial management – The purpose of this module is to:

- Explore the roles and responsibilities of the treasurer within a football club.
- Outline the processes involved in and the issues that should be addressed when considering the financial management of a football club.
- Provide information that will assist the club treasurer in fulfilling his/her role with regard to the financial management of a club.

Junior development – The purpose of this module is to:

- Develop an understanding of AFL Game Development structure and philosophy.
- Provide an understanding of the underpinning principles at each level of the participation pathway with a focus on AFL Auskick, youth football, recreational football, female football and children with disabilities.
- Identify the responsibilities of clubs and AFL Auskick centres in relation to the organisation of junior programs and competitions.
- Outline the coaching and umpiring support and resources available for all levels of Australian football.
- Identify the value in developing club links with AFL Auskick centres, schools and the community.
- Indicate ways of recruiting and retaining children and parents in junior development programs.
- Highlight the importance of developing a quality club environment.

Introduction

Planning refers to the process of identifying goals or objectives and developing ways of achieving them. Football clubs need to plan just as much as any other organisation. The purpose of planning is to eliminate as much uncertainty about the future as possible and allow your club to move forward in the most efficient manner.

Clubs need to think ahead about various changes within their internal and external environment and develop appropriate responses to these possible changes. This planning process is a good exercise for every club, as a club which plans for the future is a club which plans to not only survive but continue to grow and prosper.

The purpose of this module is to:

- **Identify the need for clubs to plan.**
- **Provide the basic framework for organising a planning workshop.**
- **Outline the planning process and the 10 basic stages involved.**
- **Provide practical templates to assist in writing a plan.**
- **Identify methods of reviewing the effectiveness of the plan.**

Although this module has identified the planning process based on 10 stages, the number of stages or steps can be either combined or reduced for smaller clubs, or if there is less time available to complete the process.

In addition, a facilitators' kit has been developed as part of this module. This kit provides information on how to arrange a planning workshop, and identifies the steps involved in conducting the planning workshop. Your club may decide to conduct the planning workshop itself or it may prefer to have an independent person facilitate the workshop. This kit will be useful in both situations and will provide a basic outline for your club so that all members can work through the planning process together and develop a plan for the future.

Key planning points

1. **Start the planning process by looking at the current position of your club.**
2. **Develop a mission statement that highlights the purpose of your club.**
3. **Work out what you want to achieve throughout the current season and the next few seasons, and develop strategies/actions that will help you achieve these goals.**
4. **Identify who will be responsible for carrying out each strategy, as well as the timelines involved.**
5. **Most importantly, ensure that the plan is put in practice and does not sit on the shelf in the clubroom.**



Why plan?

Planning refers to the process of forward thinking, setting objectives and deciding how to achieve them. Planning is a dynamic and ongoing process. It is not something that is carried out once and then left on the shelf or in the clubroom cupboard. Many clubs fail to recognise the value of planning and how a workable plan can help them become more successful both on and off the field.

Planning is often neglected for the following reasons:

- It is unclear who is responsible for organising the planning.
- Many clubs feel that the current situation is more important than worrying about the future.
- The future is often too difficult to predict.
- Some clubs have a false sense of security – “It won’t happen to us.”

Without adequate planning, clubs tend to operate in an adhoc manner, failing to address or consider future needs. Immediate issues tend to take up all available time and clubs fail to anticipate any changes in the internal or external football environment that will affect the club’s viability in the long term. It is vital that a club is proactive rather than reactive in achieving its goals and objectives.

Some clubs have identified the need for a plan, but do not know exactly what they need to do or where they should start. Planning usually occurs in an environment of limited knowledge in which many facts are simply not known. Under such circumstances, the ‘correct’ decisions are difficult to make. It is this uncertainty that often makes planning such a difficult process for organisations. Many club committees find it difficult as they try to come up with the perfect solution. However, the goal for these committees is to make sure that the choices made are the best options available at the time.

Planning helps clubs deal with the various uncertainties and obstacles that continually arise in both their internal and external environments. Clubs are able to develop a greater understanding of their purpose for existence, as well as where they want to be in the future. To put it simply, clubs which plan are able to identify:

- Where they have come from.
- Where they are now.
- Where they want to go.
- How they are going to get there.

Club structure

Before your club can start the planning process, you will need to identify the current management structure. Clubs are structured around a committee, which is responsible for the administration, financial management and general leadership of the club. Although the size and structure of the committee will vary according to the type, size and function of each club, the committee should be organised around the needs of the club and its members.

Some clubs will prefer a traditional committee structure that consists of a president, secretary and treasurer, while others may identify the need for other roles. Each club should determine what works best for it, however all committee members should work together as a team.

The committee of any football club should:

- Have a commitment to the mission of the club.
- Have sufficient time to devote to the club.
- Have an understanding of its role with respect to the management of the club.
- Display enthusiasm and interest in the club and its members.
- Possess good leadership skills and willingness to accept responsibility.
- Work as a team and towards a common goal.

A good committee needs to be able to direct the club towards future growth, be flexible and able to adapt according to the environment in which it operates. An effective committee will also be capable of recognising the need to form sub-committees in order to handle the specific delegated tasks, as well as manage certain portfolio areas such as marketing, football operations and membership.

Portfolio areas

Every club will develop different portfolio areas depending on the size and nature of the club. For instance, a senior club may have a portfolio area for the management of a licensed bar and facilities, whereas a junior club may not include this portfolio in its management structure.

Some examples of portfolio areas include:

- Football operations.
- Financial operations.
- Volunteer management.
- Junior development.
- Membership.
- Fundraising.
- Marketing.

Regardless of the number and type of portfolio areas, each portfolio area should be incorporated into the club's overall plan.



The manager or person responsible for each portfolio area will be responsible for identifying the key goals as they fit in with the larger football club environment. It is vital that there are goals and strategies in place that relate to a specific portfolio and that the person responsible for this area is fully briefed, otherwise no one will take responsibility for the actions and nothing will be achieved or evaluated as a consequence.

The role of the president in the planning process

All office bearers are involved in the planning process, although the president is the main leader of the club. The president is responsible for leading the club according to its plans, by providing everyone with a vision and a direction to work towards. The club's vision requires all members to stretch their expectations, aspirations and performance. It should be realistic and credible, well articulated and easily understood and should challenge and inspire the club to achieve its mission.

The club president needs to be a strong leader who is capable of driving the planning process and leading the club forward in a positive manner. It is vital that the president understands the importance of his/her role in the planning process, as well as the need for the club to have a working plan in place.

Although the president is responsible for developing the club's vision, it should be a group effort, where the committee brainstorms ideas of what it would like to accomplish in the future. The committee should talk about and write down the values it shares in pursuing that vision. The president needs to ensure the committee's ideas are consistent with the overall direction of the club and that everyone has an opportunity to contribute to the planning process.

The efficient operation of a football club ultimately determines its success or failure, not just on the field but also off the field with regard to achieving the club's goals and objectives. The people behind the scenes are the most valuable resources for the club, as without these people the club would not be able to field a team each week.

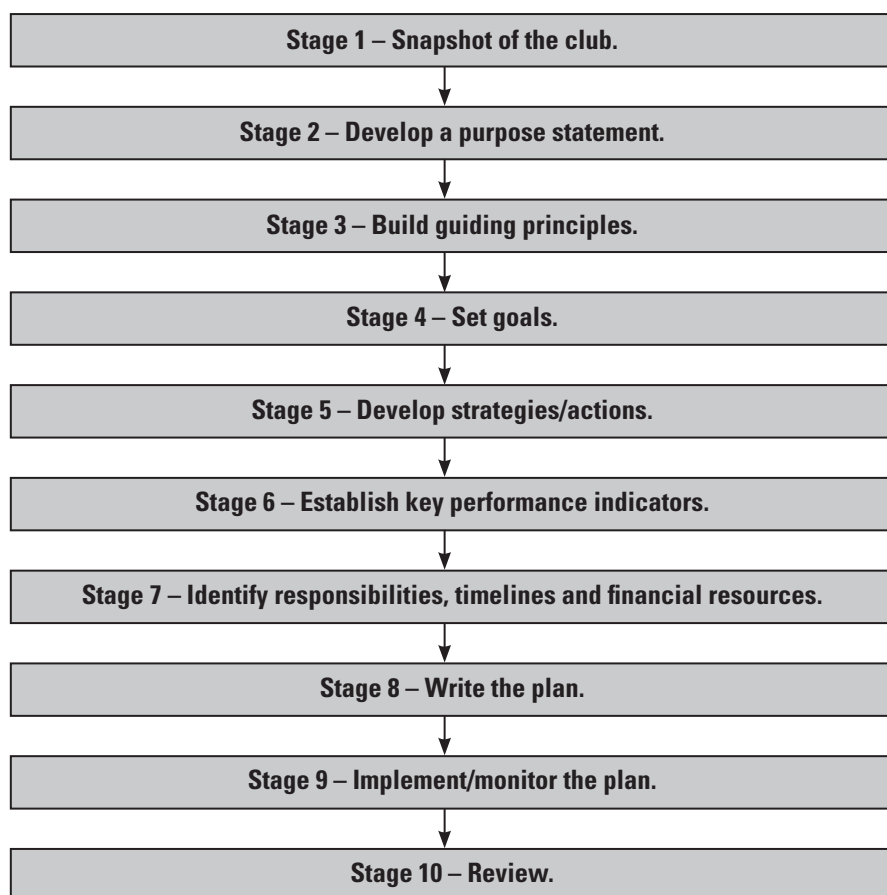
Planning process and stages

Before the planning process can start, it is essential that you bring together a small group of people (4-5) who will be largely responsible for running the club. Planning for the club should be the main focus of this group, so the club can move forward and in the right direction.

The group needs to consider planning for the short and long term. Short-term planning relates to planning for specific events of up to 12 months, whereas long-term planning involves a longer period, between 12 months and five years. Long-term planning focuses on goals that relate to the overall direction of the club. When planning, consideration must be given to the overall direction of the club in terms of what it wants to achieve and how it will go about getting there. Consider the reasons for establishing the club, together with the nature of the community it will serve, and the means by which it will do so.

A planning workshop will assist with the planning process. It is an ideal way to bring club members together so that the future of the club is considered. There are two ways that a planning workshop can be conducted. You can either approach an independent facilitator to run the workshop, or get someone from the club to run the workshop. It is recommended that you involve between 10-20 club members in the workshop – these include coaches, players, parents, administrators and other club members. You will need to select a suitable date, time and venue for the workshop and the items needed to conduct the workshop, such as butchers' paper, pens, whiteboards, notepads, nametags, chairs and tables and refreshments. More information on running a planning workshop and the role of the facilitator can be found in the facilitators' kit at the end of this module.

The stages involved in the planning process include:



Stage 1 Snapshot of the club

Where are we now?

All clubs should have a clear understanding of where they have come from and where they are now before any forward planning can be completed. Many clubs take their existence for granted and, as a result, neglect the need for short-term or long-term planning.

Develop an organisational snapshot

An organisational snapshot is similar to taking a photograph; it is as if the club has been frozen in time and the members can step back and look at where the club has come from and where it is at that moment.

Football clubs are dynamic environments where things change fast, so taking a snapshot is an important starting point. This allows a club to identify its current position in order to plan effectively for the future. It must be done before any forward planning can be developed.

An understanding of your club's background can be obtained by looking at past records and talking to people about past experiences and the history of the club. When compiling information, it is important to ensure all facets of the club are considered.

A range of information must be gathered before a snapshot can be taken. Such information should include:

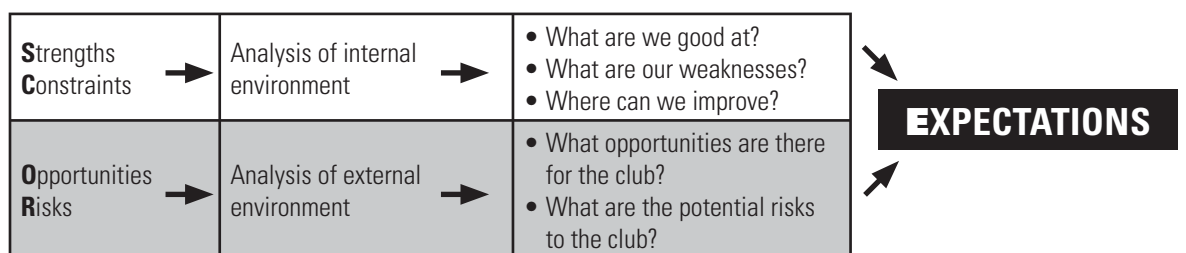
- Financial data.
- Membership demographics.
- Off-field activities such as GST seminars and food safety programs.
- Social changes that have an impact on the environment in which the club operates.

An important tool to help your club identify its current position is the SCORE analysis, which examines: constraints, opportunities, risks and expectations.

SCORE analysis:

- Strengths.
- Constraints.
- Opportunities.
- Risks.
- Expectations.

A club's strengths and constraints relate to its internal environment (within the club), whereas opportunities and risks exist in the external environment. The club needs to consider the impact of both the internal and external environments on its future and long-term viability.



A completed SCORE card for your club might look like this:

Organisational snapshot

Date:

Strengths

- Strong supporter base.
- Dedicated committee.
- Financially viable.
- Socially strong.

Constraints

- Sub-standard facilities.
- Few junior teams.
- Lack of volunteers.
- Lack of on-field success.

Opportunities

- Council elections re facility upgrade.
- AFL Auskick using same venue.
- Establish a social group to attract females.
- Potential new sponsorship deal.

Risks

- Player drift.
- Cost of Insurance.
- Popularity of sports requiring less time commitment.

Expectations

- League-sanctioned games under lights.
- Positive local media involvement.
- New sponsorship deal.
- New president = new culture.

After the SCORE analysis has been conducted, your club will need to:

- Learn how to build on the strengths identified.
- Identify ways to overcome the constraints.
- Pursue any potential opportunities.
- Address how to minimise the risks.

Stage 2 Develop a purpose statement

Why do we exist? What do we do?

The club needs to develop a clear, concise statement about what it sees as its fundamental purpose. The purpose statement, also known as a mission statement, should identify the main reason for the club existing and also acts as a catalyst for change and development within the club.

The purpose statement answers the following questions:

- What is the organisation? (Its nature)
- What does it do? (Its products/services)
- Who does it serve? (Its customers)
- Why does it exist? (Its purpose)

If a club does not have an existing purpose/mission statement, then the creation of one can represent an opportunity for members to explore and understand the real reason the club exists. It can represent a new beginning.

An example of a purpose statement for a junior football club ...

Brighton Hill

is a junior football club (the organisation/nature)
which provides junior teams (its products/services)
for the purpose of competing in the Melanpurra Junior Football League (its customers)
in order to provide an opportunity for junior players to be involved in Australian Football (its purpose).

An example of a purpose statement for a senior football club ...

West Trimone

is a senior football club (the organisation/nature)
which provides senior teams (its products/services)
for the purpose of competing in the Landsborough Football League (its customers)
in order to achieve social, financial and on-field success (its purpose).

Stage 3 Build guiding principles

What is important to us?

During this stage, your club needs to reflect not only on why it exists but also on what it intends to do and achieve. The guiding principles tell the club administration and members where the focus and energies are best directed over the coming season or year. They underpin the club and reflect its core values.

You will need to look at establishing between four and six key guiding principles for your club. These can then be used as a base to develop a genuine understanding of what is important to the club.

Examples of guiding principles:

Beaumaris Junior Football Club

1. We recognise the BJFC is a significant part of the Beaumaris Football Club and acknowledge the need to integrate our standards and objectives into the senior club and vice versa.
2. We foster an environment of fun and enjoyment for players, coaches, officials, parents and supporters by always encouraging and applauding the efforts of all players, coaches and officials; and never ridiculing mistakes or losses.
3. We encourage an atmosphere of learning and skill development for players and coaches, therefore we insist all coaching staff must have a minimum Level 1 coaching accreditation. The BJFC financially facilitates this. We also aim to ensure coaches are supplied with the latest teaching aids and equipment.
4. We believe in player rotation both on and off the field to ensure all players are given every chance to not only participate, but experience different positions over the course of the season. The BJFC strongly believes winning isn't everything at this level, but recognises competition is healthy for player development and team morale.
5. We promote a positive, friendly, vibrant image and strongly support the concept of teamwork both on and off the field. We encourage and welcome parent and supporter involvement at both team and club level.
6. We recognise the need to maintain a safe environment for the players.

Yinnar Football and Netball Club

1. Maximise recreation and leisure opportunities for the people of the Yinnar and district community.
2. Promote, encourage and foster the games of Australian Football and netball within our community.
3. Provide an enjoyable, comfortable, safe and rewarding environment for all people associated with the club.
4. Be a leader in football and netball management so that the long-term success and stability of football and netball within the Yinnar community is assured.
5. Ensure the development needs of football and netball are met on an ongoing basis so that future senior teams of the club are "generated from within".
6. Liaise, communicate and cooperate fully with other key community stakeholders to ensure the continued development and growth of the club and its aims.



Stage 4 Set goals

What do we want to achieve this season?

Identifying key goals helps to focus the club's energies and also gives a direction to work towards. Your club needs to identify both short-term and long-term goals. Short-term goals relate to the current season (12 months), whereas long-term goals relate to a longer time frame beyond the current season (two to five years).

Some clubs focus on short-term goals only and fail to recognise the importance of looking beyond the current season. It is easy for clubs to focus on winning a premiership this season, however they need to recognise that planning beyond the short term will be beneficial in the long run. Many clubs fail to plan as they see it as time consuming and less important than other current issues. Clubs need to realise that failing to plan will only hinder their ongoing viability and they need to invest in their future now. Off-field success is equally as important as on-field success and both need to be considered with respect to the club's long-term viability in order to grow.

When identifying the short-term and long-term goals, your club should understand the needs of the members and why they are involved in the club. Each member will have different reason for being part of a club – some people will join to be able to play football at a particular level, while others will join because of the non-playing opportunities provided on and off the field. There will also be people who will join the club purely for the social opportunities associated with football.

Clubs should also look at how they will achieve their goals, as well as meet the needs of the club members. Through planning, different needs can be recognised. Goals should be based on the core values and guiding principles identified in Stage 3.

Look at setting four to six key targets, goals or objectives that reflect the overall direction of the club. It is a subset of the larger plan that will need to be achieved so your club can achieve its overall planning outcome. The four to six key goals should relate to each portfolio area within the club, and will identify what is expected to be achieved within each area for the season.

It is important to remember that goals are high-level, big-picture tasks. Strategies will follow in the next stage.



The SMART model

The SMART model should be used when developing the key goals. SMART stands for:

SPECIFIC: goals are clearly identified and indicate exactly what is to be achieved.

MEASURABLE: goals are able to be measured in precise terms to show they have been achieved.

ACHIEVABLE: goals are not too challenging and not too easy.

RELEVANT: identified goals need to be achieved in order to assist the club to move forward and add value to the club.

TIMELY: goals have a date or time for when they must be achieved.

If your club develops its goals according to the SMART criteria, they will be easier to evaluate using the key performance indicators, as there will be consistency between the two stages.

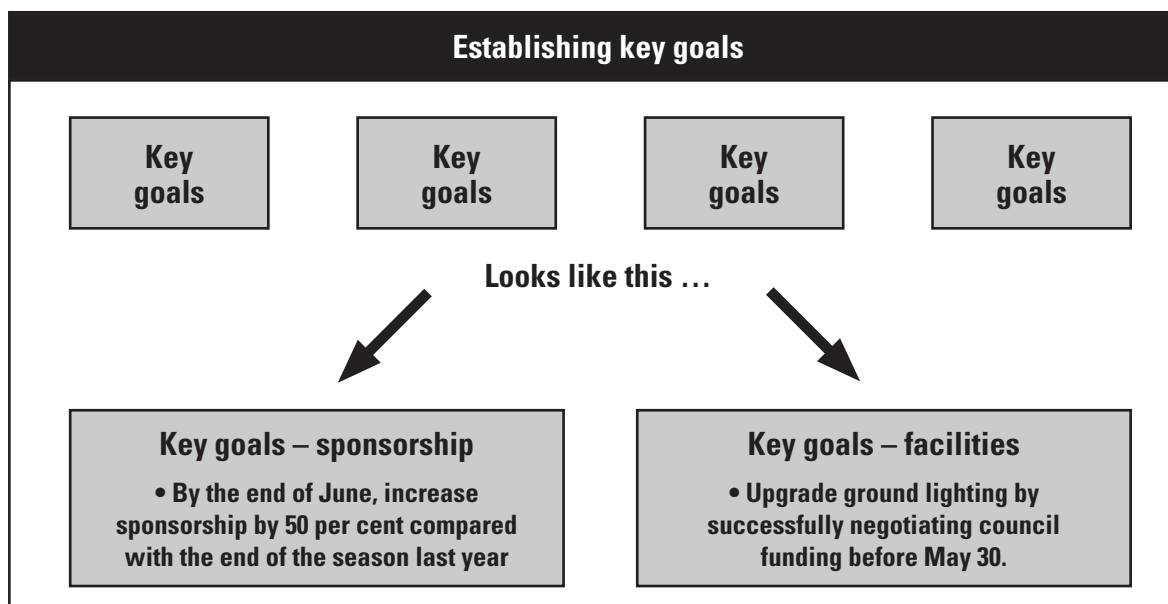
When writing a goal according to the SMART model, you will need to ensure all SMART elements are covered.

For example, if the goal was:

“To increase sponsorship by 50 per cent from the end of the season last year.”

You should ask:

- Have we covered the specific? Yes, it is clear what we want to achieve – an increase in sponsorship.
- Is it measurable? Not really – needs tightening, so you might add “by the end of June” at the beginning to give it a measure. You also need to have tracked data from last year to know the current supporter base.
- Is it achievable? Yes, we have already signed up three new sponsors and it is only February.
- Is it relevant? Most definitely – clubs need sponsorship and our club needs to keep growing and will only do so through a strong sponsorship and supporter base.
- Is it timely? Yes, by adding “by the end of June” we have given ourselves a deadline against which we can be measured.



Stage 5 **Develop strategies/actions**

What are we going to do?

Your club now needs to develop strategies based on the priorities identified within each portfolio area. These strategies or actions will reflect the four to six key goals for the year and will highlight how you will go about achieving them. The strategies that are put in place are more likely to be effective if they are driven by all people in the team who have a stake in a successful outcome. Therefore, the portfolio manager's working style with his/her people will be critical in getting the best out of them.

The focus and energy of each portfolio area will act as a driver to the team to ensure that the strategies put in place are appropriate, targeted and lead to a result in line with the overall plan of the club. It is vital that this is driven by the portfolio manager who involves other members in discussing, planning and building their approach for the year.

Examples of portfolio - strategies

PORTFOLIO - FOOTBALL OPERATIONS

Strategies	Appoint new coach. Upgrade ground lighting. Recruit an experienced full-forward. Ensure all trainers complete first-aid training. Draft roster for boundary umpires each month.
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PORTFOLIO - MEMBERSHIP

Strategies	Define portfolio areas. Develop portfolio job descriptions. Establish membership cards. Develop program of associate members.
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Stage 6 Establish key performance indicators

How do we measure our success in achieving our goals?

Key performance indicators will allow your club to mark its achievements and see where it is at in relation to its set goals. In order for the key performance indicators to be useful, they must be specific, measurable, achievable, relevant and timely – the SMART model. As discussed in Stage 4, using the SMART model for the goals and key performance indicators will ensure consistency in developing performance indicators.

- SPECIFIC:** a specific criterion explains either a task that must be performed or a result that must be produced, eg, "In your role as football operations manager, you need to ensure all football jumpers are washed each week."
- MEASURABLE:** a measurable criterion makes explicit what the expected standard is, whether that is how the task should be done (required behaviour) or the level of achievement (required results), eg, "By the end of the month, we will have increased our catering takings by 15 per cent from last month."
- ACHIEVABLE:** an achievable criterion is one that is within reach of the portfolio manager. Setting high standards of achievement is inviting failure which can be very de-motivating. Reaching an agreement on what is achievable involves two points of view, so make it a mutual decision.
- RELEVANT:** a relevant criterion is one that is understood by the portfolio manager. If the portfolio manager cannot see the link between performance targets and the overall job, then they are unlikely to succeed. For example, in order to identify new opportunities for social occasions, the social coordinator will compile a calendar of events before the season and publicise it within the club.
- TIMELY:** a timed criterion ensures that the portfolio manager knows when the task or result is to be achieved. For example, "By the end of January, we will have distributed club flyers to the local primary schools".

Portfolio area of responsibility – social activities

Goal	Strategies	Key performance indicators
<ol style="list-style-type: none"> 1. Organise all social activities for the club throughout the 2006 season. 2. Identify new opportunities and ideas for social occasions. 3. Increase club attendance and involvement at events by 25 per cent on those achieved in season 2005. 	<ol style="list-style-type: none"> 1. Identify a group of four people to assist and form the social committee. 2. Determine calendar of events and publicise among club members. 3. Determine volunteers' roster for all events. 4. Administer no fewer than four events throughout the playing season. 5. Organise a minor event out of season. 6. Maintain feedback from club members and use to develop new ideas and events. 	<ol style="list-style-type: none"> 1. Group selected and briefed. 2. Determine events before the season and allocate month. Publicise calendar of events. 3. Number of volunteers involved per event and duty statements provided. 4. Event patronage and involvement of club members, family and friends (funds raised). 5. Potential new members and current members invited and involved in out-of-season event. 6. Offer club members six opportunities throughout the year to suggest new social activities – via newsletter and feedback forms at canteen.

Stage 7 Identify responsibilities, timelines and financial resources

Responsibilities

The club person responsible for each portfolio area will generally be responsible for identifying the key goals, as well as ensuring the goals are achieved within the timeframe.

It is important that each goal and associated strategies are clear and understood by everyone involved, not just the portfolio manager, as the achievement of goals is dependent on the efforts of all club members.

Timelines

It is also imperative that timed criteria are established to ensure that the person responsible knows when the task is due or when a particular result needs to be achieved. Timelines are also useful for tracking results and monitoring purposes.

Financial resources

Financial indicators need to be identified for all strategies and actions. It is important that your club doesn't aim too high with its strategies and overspend its budget. The financial indicators allow the club to identify the major priorities requiring a greater level of resources as well as ensuring the club is on track with its expenditure.



Portfolio area of responsibility – social activities

Goal	Strategies	Key performance indicators	Who	When	Financial resources
<p>1. To organise all social activities for the club throughout the 2006 season.</p> <p>2. To identify new opportunities and ideas for social occasions.</p> <p>3. To increase club attendance and involvement at events by 25 per cent compared with season 2005.</p>	<p>1. Identify a group of four people to assist and form the social committee.</p>	<p>1. Team selected and briefed.</p>	<p>1. Social organiser.</p>	<p>1. February 2006.</p>	<p>The club will need to prepare a financial plan and budget for each event to identify whether the event is:</p> <ul style="list-style-type: none"> • for fundraising purposes (profit making). • for the members at a cost (break even). • free for members. <p>Financial resources will then need to be allocated to each event/activity so the club can identify priority areas and keep track of money spent.</p>
	<p>2. Determine calendar of events and publicise among club members.</p>	<p>2. Determine events before the season, allocate month and publicise calendar of events.</p>	<p>2. Social committee.</p>	<p>2. March 2006.</p>	
	<p>3. Determine volunteers' roster for all events.</p>	<p>3. Number of volunteers involved per event and duty statements provided.</p>	<p>3. Social committee.</p>	<p>3. Individual event basis.</p>	
	<p>4. Administer no fewer than four events throughout the playing season.</p>	<p>4. Event patronage and involvement of club members, family and friends (funds raised).</p>	<p>4. Social committee</p>	<p>4. Evaluate attendance on a monthly basis throughout 2006 season.</p>	
	<p>5. Organise a minor event out of season.</p>	<p>5. Potential new members and current members invited and involved in out-of-season event.</p>	<p>5. Social organiser.</p>	<p>5. November 2006.</p>	
	<p>6. Maintain feedback from club members and use to develop new ideas and events.</p>	<p>6. Offer club members six opportunities throughout the year to suggest new social activities – via newsletter and feedback forms located at canteen.</p>	<p>6. Social organiser.</p>	<p>6. Monthly basis.</p>	

Stage 8 Write the plan

Writing the plan

When writing your club's plan, consider the following points:

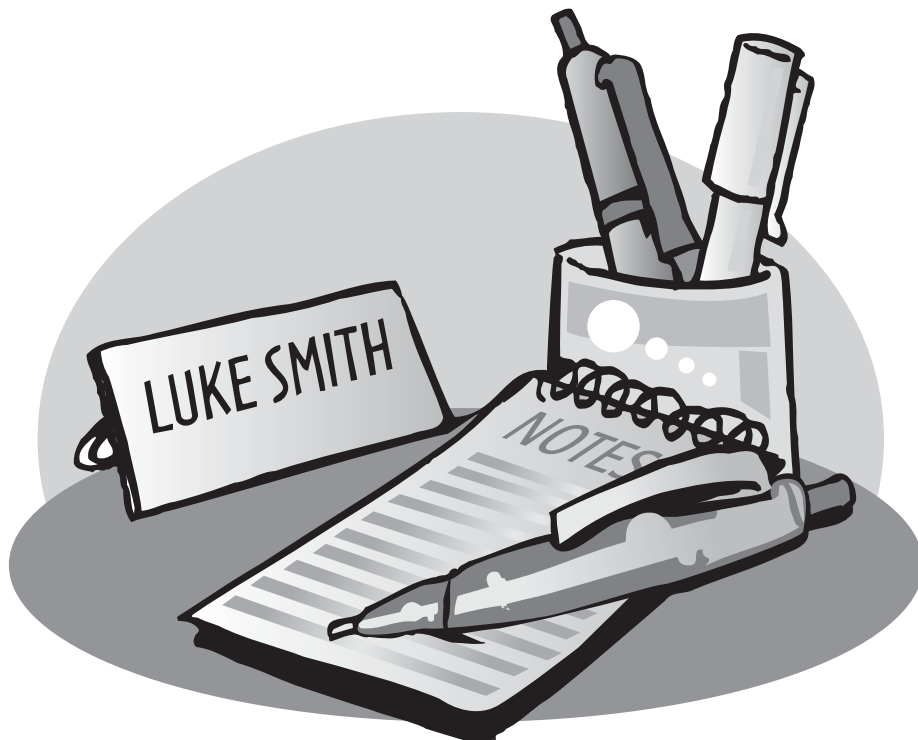
- It should be clear and well set out.
- An executive summary should be included as an introduction.
- Timelines, responsibilities and financial factors should be clearly identified.
- The review process should be outlined indicating the ongoing monitoring of the plan.
- Financial indicators should be evaluated monthly, whereas the action indicators should be reviewed more regularly, even weekly or daily.

Remember that your club's plan will be used for funding applications, sponsorship proposals and various other purposes. It is therefore crucial that the plan is well written, that all spelling and grammar is correct and the plan is presented well.

After the planning workshop has been conducted and a draft plan written, it should be circulated as widely as possible to other members of the club to make sure it reflects their needs. Remember, the more people who have been involved or consulted, the more it will be indicative of the identified needs of the club. Implementing the plan will also be more successful if the members are invited to contribute to the planning process. The plan will ultimately affect all members so this circulation is important. After you have received feedback, the planning committee should meet to determine any necessary changes.

Once necessary modifications have been made, the plan needs to be formulated. Too often, these documents are developed and then sit on the shelf. Someone needs to be responsible for ensuring the plan becomes a working document and that all club members know about it. This person should be responsible for keeping members informed about when a particular objective has been achieved and when people should be recognised. Mention all achievements, big and small, and ensure that the people who have been instrumental in achieving the objective are recognised for their involvement.

For your use, a template for writing the plan has been included in the Appendix.



Stage 9 Implement/monitor the plan

Football clubs are complex structures and you will need to ensure that the actual plan of what the club wanted to achieve is being followed and not just some version of it. Your club should be flexible when implementing the plan as clubs can change or people leave the club, which can have an impact.

Strategies may also need to be modified or adapted if personnel change throughout the season. Although the strategies need to be flexible, the end point remains and the club needs to be continually working towards the identified outcome. The club must monitor progress on a regular basis and be ready to change direction if necessary.

A football season is a long period of time and may take many twists and turns. Your club's overall direction needs to be flexible enough to respond to changes as the season unfolds, so that there is little impact on the club, the league or the community.

The planning document needs to be continually referred to and evaluated at specific times throughout the year. You should identify when you will evaluate the goals and determine the best method to measure them.

A club plan is a valuable tool that can be used to promote the club and its activities. Your club should promote the fact that it has a plan by producing a flyer or brochure that can be sent to the local council, potential and current sponsors, the league and all club members. The different segments of the club will benefit greatly if they understand what is happening in other areas, such as senior, junior, AFL Auskick. It is important that club members understand what the plan represents and how they can work together to achieve the goals.

The plan could also be promoted in the club newsletter. This would enable the club to indicate all the positive achievements that have occurred throughout the season, as well as making the club accountable to its members.

The plan should be brought to each club meeting so that each portfolio manager can report back regarding the progress and identified timelines. A report should also be compiled at the end of the season and be presented at the AGM.



Stage 10 Review

The final stage of the planning process involves reviewing the plan. Think about how your club will review the achievements of the season by asking:

- What went well?
- What did not go so well?
- What was disappointing?
- What was a surprise?
- What do we feel good about?
- What seems to demand our immediate attention and energy?
- What appears to require a refreshed focus for next year?

This process will take you back to the club snapshot.

Each portfolio area within the club should conduct an end-of-season review, by discussing the strengths and weaknesses of the plan and the outcomes from the season.

The review is a chance to get input into what needs to happen next in the relevant portfolios. This process builds commitment and values the work completed by the portfolio manager and his/her team. It also demonstrates that the president and committee acknowledge that the portfolio manager has accountability for the success of that area and has the best knowledge as to what needs to happen next.

In the review, questions such as those listed above can be asked, as well as more operational questions such as:

- What frustrates you about the way we operate?
- What needs to happen to do better next year?
- What is not in your control that you would like to be?

Your club can also review the season by using the SCORE analysis identified at the start of the season. The identified strengths, constraints, opportunities, risks and expectations can be assessed, where various themes and trends will emerge. As a result, trends can be categorised and new goals for the coming season will form the basis for the new plan.

The end-of-season review of the club's plan should occur before the end of October, before people start to drift away from the club for the summer and other pursuits. It is also important that the club identifies when the next planning workshop will occur and that the whole process becomes a regular date on the club's calendar.

Developing a yearly calendar of events is an important exercise for your club. All club and league activities need to be included in the yearly plan, as well as any regional or local council activities that the club can be involved in or at least be aware of before confirming any events. It is best to have a 12-month calendar planned so that the club can see ahead for the whole year and not just the football season. One of the first items to include in the calendar is the club's planning workshop. This should be done as early as possible so that all club members can be involved in the planning process.

Once the current plan has been reviewed, it is important that you start thinking about the plan for the following year. The short-term plan (12 months) needs to be redeveloped for the new season through evaluating the club's long-term plan (two to five years).

All the hard work has been done by now, so it is imperative that your club does not forget about the plan and leave it on the shelf. When new members come to the club or join the committee, ensure they are given a copy of the plan and what has been achieved. The more people who are aware of the plan and are interested in its progress, the more likely the plan will be a useful and workable document.

Glossary

Ad hoc planning – Decision making that occurs on a random basis without any consideration for the long term.

Agenda – A list of topics to be covered in a meeting or workshop.

AGM – Annual General Meeting – held once a year.

Constraints – Limiting factors within a football club.

Dynamic environment – An environment that moves quickly and is constantly changing.

Expectations – Activities or factors that are anticipated by a football club.

Guiding principles – Give the football club administration and members an indication of where the focus and energy will be directed during the coming season or year.

Independent facilitator – A person independent of a football club who conducts the planning workshop.

Key performance indicators – Strategies that indicate whether or not a target is being reached. Key performance indicators allow the club to mark its achievements and identify where it is at in relation to goals that were set during the planning process.

Long-term goals – Goals that relate to a longer timeframe that extends beyond the current football season, usually two to five years.

Long-term plan – Planning for the overall direction of the club, usually between 12 months and five years. Long-term plans are usually developed first as they relate to the bigger picture of the club.

Management structure – The way in which the management of the club is structured in terms of roles and responsibilities, thereby reflecting the stated purpose of the club.

Off-field personnel – Members involved in the day-to-day running of the club. For example managers, committee members and administration staff.

On-field personnel – Members involved directly in the game. For example, coaches and trainers.

Opportunities – Positive external environmental factors.

Planning committee – A group of football club members, usually between four and 12 people, who are involved in the planning process.

Planning process – The various stages/steps that are involved in planning.

Planning workshop – A meeting, typically involving 10 to 30 people, consisting of players, coaches, administrators, parents, sponsors and any other relevant stakeholders where the central focus is on planning.

Portfolio areas – The various sections of a football club. For example, marketing, football operations, membership.

Portfolio manager – A person who is responsible for the management of a particular area of a football club.

Purpose statement – Also known as a mission statement, the purpose statement identifies the main reason for the football club's existence.

Restrains – Factors that limit the football club in undertaking various activities.

Risks – Negative external environmental factors that may affect the club.

SCORE analysis – Analysis of the football club's:

Strengths.

Constraints.

Opportunities.

Risks.

Expectations.

Short-term goals – Goals relating to the current football season (12 months).

Short-term plan – Planning for specific events of up to 12 months.

SMART analysis – System used when developing goals and performance indicators. They must be:

Specific.

Measurable.

Achievable.

Relevant.

Timely.

Strategies – Actions that will enable the football club to achieve short and long-term goals.

Strengths – Relate to the club's internal environment, activities that the club does well or the resources that it may have.

Volunteer – A person who undertakes a particular task without compensation or expectation of compensation beyond reimbursement.

Further information

- Australian Sports Commission (2000), Active Australia Club/Association Management Program —
Club Planning
(02) 62141445
www.activeaustralia.org.
www.usport.gov.au.
- State Departments of Sport and Recreation
ACT – www.sport.act.gov.au.
NSW – www.dsr.nsw.gov.au.
NT – www.nt.gov.au/ntg/sportrec.shtml.
Qld – www.sportrecqld.gov.au.
SA – www.recSPORT.sa.act.gov.au.
WA – www.dsr.wa.gov.au.
Tas. – www.osr.tas.gov.au.
Vic. – www.sport.vic.gov.au.

Appendices

Planning Workshop Facilitators' Kit



Planning Workshop – Facilitators’ Kit

The following information has been put together to assist you in your role as group facilitator. Given that all groups have different requirements and backgrounds, the information should be used as a guide only.

The primary role of the facilitator is to help groups (both large and small) accomplish their goals. This is achieved by empowering them to take control and responsibility of their efforts, progress and achievements, providing them with opportunities and resources, and encouraging them to succeed in their objective. The facilitator is essentially responsible for organising a group, developing specific learning objectives, facilitating a team through problem solving/thinking, debating and finally, providing regular communication.

A planning workshop is an ideal way to bring club members together so that the future of the football club can be considered. There are many ways in which football clubs can conduct a planning workshop, however there are two main methods to choose from.

Your club can either approach an independent facilitator to run the workshop or it may choose to run the workshop in-house by a club member. The following steps provide information for independent facilitators and club members when running a planning workshop.

All steps need to be considered regardless of whether the club or an independent person is conducting the workshop. It may be that the club has organised the date and venue for the workshop and the facilitator is required only on the day/night of the workshop, or the independent facilitator may be required to organise the planning workshop from the initial stages and organise invitations and venue.

Things to consider before the workshop

1. Who to involve in the planning workshop

The exact number of people needed for a planning workshop will depend on the size of the club, however anywhere between 10 and 30 people are recommended. The workshop participants should represent all aspects of the club, including players, coaches, officials, administrators, parents, sponsors and any other relevant stakeholders. It is important that the club leaders, as members of the planning committee, initiate the interest and enthusiasm for other club members to get involved in the workshop. If a wide cross-section of people are involved in the planning workshop, their expertise can be called on in the many different components of the workshop.

Remember to:

- Find addresses of club members in order to send out invitations and details of the workshop.
- Make sure club members are fully aware of the RSVP date and telephone number .

2. How to conduct the planning workshop

Acquiring the services of trained facilitators allows all interested club members to be involved in the workshop and allows for objective discussions. Clubs may gain access to independent facilitators through their local council, state department of sport and recreation or simply through their own club networks. Not all clubs are financially able to appoint an independent facilitator. If this is the case, it is recommended that the club attempts to identify someone external to the club or at least to the club committee who has the necessary skills to conduct the workshop.

If the workshop is to be conducted by a trained facilitator or someone independent of the club committee, the committee should meet with the facilitators before the workshop to outline and clarify the aims of the session and what the club expects to achieve by holding a planning workshop.

3. When to conduct the planning workshop

A planning workshop is sometimes all it takes to get the ball rolling and to highlight the importance of planning to your club and committee members. It often works best if the planning workshop is scheduled alongside another meeting such as the AGM or a particular club event. Ensure that the proposed date for the workshop does not coincide with any league activities or any local events that would make it difficult for participants to attend the planning day. A workshop should be conducted over one whole day, however depending on the club, a half-day may be sufficient.

Although the workshop is a one-off event for the season, it is vital that the club recognises that the planning process is ongoing and needs to be reviewed and modified regularly. The planning workshop should become a regular component of the club's yearly calendar.

Remember to:

- **Consult the club regarding possible dates for the workshop.**
- **Make sure the date does not clash with any league activities or local events that would make it difficult for people to attend.**
- **Consider the length of time needed for the workshop. This will depend on the size of the club. Usually a full day is required for large clubs and a half-day for smaller clubs.**

4. What you will need to conduct the planning workshop

It is important to plan the workshop in advance so that the day runs smoothly and effectively. Each club will have different requirements for its workshop, however there are some things all workshop organisers need to consider:

- The venue should be a quiet room and large enough for all participants.
- The room needs to be set up so everyone is comfortable and can see one another.
- Tables are not essential and will depend on the style of the meeting.
- Butchers' paper should be used and be clearly visible to all.
- Basic equipment needed includes butchers' paper, marking pens, Blu-tack/masking tape, notepads and pens, name tags for all participants.
- Tea/coffee and basic refreshments should be provided.
- It may also be necessary to provide lunch as well as morning/afternoon tea.

Remember to:

- **Think about the items you will need to conduct the workshop: butchers' paper, pens, whiteboard, writing surfaces, Blu-tack, notepads, name tags, tea/coffee and basic refreshments.**
- **Visit the venue to ensure there are adequate facilities: chairs, tables, parking, refreshment facilities, easy accessibility, telephone access, first-aid facilities, easy access to amenities.**
- **Ensure the venue has the required equipment: audiovisual equipment, overhead projector, whiteboards.**

5. Develop an agenda

An agenda must be developed and distributed to those attending, along with any other relevant papers, about one week before the scheduled workshop. The agenda should outline each area that the workshop aims to address. It may be useful for the club to allocate a specific amount of time to each section to ensure the club is keeping to the schedule and that the participants can identify the areas of importance.

Remember to:

- **Outline each area that the workshop aims to address and the designated timeframe.**
- **Think about the format for each session. Choose a format that will encourage group discussions.**
- **When considering timeframes for each session, keep in mind the time required for feedback after small group work.**

This will also enable the participants to know how long each section of the workshop will last. Many volunteers are involved in club meetings, seminars and workshops and will appreciate knowing the amount of time required before their attendance at the workshop. An example of an agenda follows:

Topic	Format	Duration	
		8-hour workshop*	4-hour workshop*
Introductions <ul style="list-style-type: none"> • Welcome. • Introduce participants. • Outline the purpose and format of the workshop. 	Whole group.	30 minutes.	10 minutes.
Snapshot of the club <ul style="list-style-type: none"> • Where are we now? • Where have we come from? • SCORE analysis. 	Whole group.	30 minutes.	20 minutes.
Develop a purpose statement <ul style="list-style-type: none"> • What is our organisation? • What do we do? • Who do we serve? • Why do we exist? 	Whole group.	30 minutes.	15 minutes.
Build guiding principles <ul style="list-style-type: none"> • What is important to us? • Where will we direct our focus and energy? 	Whole group.	30 minutes.	15 minutes.
Set goals <ul style="list-style-type: none"> • What do we want to achieve in the next 12 months and for the next two to five years? • The SMART model. 	Whole group.	1.5 hours.	45 minutes.
Develop strategies/actions <ul style="list-style-type: none"> • What are we going to do to achieve these goals? 	Small groups.	1.5 hours.	30 minutes.
Establish key performance indicators <ul style="list-style-type: none"> • How will we measure the success of achieving our goals? • The SMART model. 	Small groups.	30 minutes.	15 minutes.
Identify responsibilities, timelines and resources <ul style="list-style-type: none"> • What areas and roles are needed in our club? • Who will be responsible for these roles? • What resources are required to achieve our goals? • What is the identified timeframe? 	Whole group.	45 minutes.	30 minutes.
Write the plan <ul style="list-style-type: none"> • Who is responsible for writing the plan? • What information should be detailed in the plan? 	Whole group.	30 minutes.	15 minutes.
Implement/monitor the plan <ul style="list-style-type: none"> • How will the plan be implemented, promoted and monitored? • When will the plan be evaluated? 	Whole group.	30 minutes.	15 minutes.
Review <ul style="list-style-type: none"> • When should we review the plan? • Did we meet our goals and objectives? • What could be improved? • SCORE analysis. 	Whole group.	45 minutes.	30 minutes.

* Large club.

** Small club.

Total:

8 hours.

4 hours.

This agenda is only a guide. Clubs may need more or less time for the whole workshop and for any particular section. This will depend on the number of people involved and the level of planning that has already been carried out at the club. Breaks for morning tea, lunch and afternoon tea will need to be included in the schedule. This will affect the overall timing of the workshop.

The following pages outline how to conduct the planning workshop according to the topics identified in the above agenda.

Where to begin

Introductions

Session objective:

- To welcome all participants to the workshop.
- To introduce the facilitators and participants in the workshop.
- To outline the purpose of the workshop.

Duration:

- 30 minutes (eight-hour workshop).
- 10 minutes (four-hour workshop).

Workshop activity:

- Each participant will be asked to
 - Introduce themselves.
 - Explain their role in the club.
 - Explain why the club is important to them.
 - Explain what they hope to get out of the workshop.
- Alternatively, participants can be given a few minutes to talk to a partner and then introduce them to the whole group.

Facilitators' notes

- Remember to bring name tags for all participants.
- Introduce yourself at the same time as participants and let everyone know what your role will be.
- Keep participants seated during the introductions as it creates a more friendly atmosphere.
- Allow everyone to participate, as this session will set the tone for the entire workshop. Keep the mood of the session relaxed and friendly which will help create an interactive environment.
- Allow time for questions after explaining the importance of the participants' ongoing involvement in the entire planning process.

Stage 1 Snapshot of the club

Session objective:

- To identify the position of the football club at the present time, and to assess where the club has come from.

Duration:

- 30 minutes (eight-hour workshop).
- 20 minutes (four-hour workshop).

Workshop question(s):

- Where are we now?
- Where have we come from?

Workshop activity:

- All participants will work together as a group, discussing the present position of the club and where the club has come from.
- Ask a key figure of the club (perhaps the president) to briefly outline the history of the club.
- SCORE analysis.

Facilitators' notes:

- **Use butchers' paper and get all participants to think about:**
 - **Where the club is now in terms of membership demographics, financial status, off-field activities and social changes impacting on the environment in which the club operates.**
 - **Where the club has come from in regard to these areas.**
 - **The strengths, constraints, opportunities, risks, and expectations of the club (SCORE analysis).**
 - **Remember to go through each element in this analysis.**
 - **Perhaps when doing the SCORE analysis, get participants to work in small groups to come up with a couple of examples for each element. Use the template that follows.**
- **Record all responses and ensure that everyone can see these responses.**
- **If participants are having trouble, provide a few examples.**

Organisational snapshot

STRENGTHS

CONSTRAINTS

OPPORTUNITIES

RISKS

EXPECTATIONS

Stage 2 **Develop a purpose statement**

Session objective:

- To decide upon the mission of the club.

Duration:

- 30 minutes (eight-hour workshop).
- 15 minutes (four-hour workshop).

Workshop question(s):

- What is our organisation?
- What do we do?
- Who do we serve?
- Why do we exist?

Workshop activity:

- As a group, decide on a simple statement to describe the purpose of your club. This becomes the mission statement.

Facilitators' notes:

- **Get the group thinking about the main reason for the existence of the football club, who it serves and its primary function.**
- **Record all participants' thoughts.**
- **Draft a version of the mission statement and allow everyone to have input.**

Stage 3 Build guiding principles

Session objective:

- To think about what the club intends to do and achieve as part of its existence.

Duration:

- 30 minutes (eight-hour workshop).
- 15 minutes (four-hour workshop).

Workshop question(s):

- What is important to us?
- Where will we direct our focus and energy?

Workshop activity:

- Get the group as a whole to establish four to six guiding principles that can be used as a base by the club and its members to develop a genuine understanding of what is important to the club.

Facilitators' notes:

- Get participants thinking about things that were important to the club during the previous season or year. Has anything changed?
- Initiate discussion regarding the focus of the club for the coming season.
- Areas for discussion may include:
 - Management and administration.
 - Marketing and promotion.
 - Participation.
 - Competitions.
 - Coaching.
 - Umpiring/officiating.
 - Facilities and equipment.
 - Volunteers.
 - Finance.
 - Membership.
- Work on building four to six guiding principles.
- Record all participants' responses.

Stage 4 Set goals

Session objective:

- To determine what the club wants to achieve in the current season (short term) and beyond the current season (long term).

Duration:

- 1.5 hours (eight-hour workshop).
- 45 minutes (four-hour workshop).

Workshop question(s):

- What do we want to achieve in the next 12 months?
- What do we want to achieve in the next two to five years?
- How will these be prioritised?

Workshop activity:

- Work as a whole group for this session.
- The task will be to determine the specific objectives of the club using the SMART model. Objectives must be:
 - **S**pecific.
 - **M**easurable.
 - **A**chievable.
 - **R**elevant.
 - **T**imely.

Facilitators' notes:

- Get the group as a whole thinking about the short and long-term goals of the club.
- Perhaps target responses from key areas of the club, for example coaching, administration, members etc, in terms of potential goals in the future.
- **BUT**, give everyone the opportunity to participate.
- It is very important that participants consider the SMART objectives when considering short and long-term goals.
- Try using the worksheet on the next page to help the group to remain on track for this session.



Worksheet for goal session

Objective/goals	High	Medium	Low
1. For example To double the number of registered junior players by 2006.			

Stage 5 **Develop strategies/actions**

Session objective:

- To outline how the club will reach its objectives.

Duration:

- 1.5 hours (eight-hour workshop).
- 30 minutes (four-hour workshop).

Workshop question:

- What do we need to do to achieve these goals?

Workshop activity:

- Work in small groups for this session.
- Nominate a scribe and someone to report back to the whole group.
- Identify the actions that need to be taken to achieve each objective identified in the previous session.

Facilitators' notes:

- **Break the entire group up into small groups (about four per group) and get each group to come up with possible actions for the club to use to meet the goals that were set.**
- **Get groups to keep in mind the resources required to carry out the actions.**
- **Get one person from each group to report back to the whole group.**
- **Record all group discussions.**

Stage 6 Establish key performance indicators

Session objective:

- To identify how the club will measure success in achieving its goals.

Duration:

- 30 minutes (eight-hour workshop).
- 15 minutes (four-hour workshop).

Workshop question(s):

- How will we measure the success of achieving our goals?

Workshop activity:

- Work in small groups for this activity.
- Groups should identify the measures that will be used to indicate the success of achieving identified goals, using the SMART model.
- Using the SMART model will ensure consistency in developing performance criteria.

Facilitators' notes:

- **Again, break the whole group up into smaller groups and get each group thinking about how the club will mark various achievements.**
- **Remember to discuss the SMART model in relation to developing key performance indicators.**
- **Get each group to report back to the whole group. Record all responses.**

Stage 7 Identify responsibilities, timelines and financial resources

Session objective:

- Identify the management structure of the club that reflects the stated purpose of the club.
- Identify the areas and roles needed within the club.

Duration:

- 45 minutes (eight-hour workshop).
- 30 minutes (four-hour workshop).

Workshop question(s):

- What areas and roles are needed within the club?
- Who will be responsible for these roles?
- What resources will be required to achieve the goals?
- What is the identified timeframe?

Workshop activity:

- Working as a large group, participants should identify the key areas of responsibility needed within the club.
- The group should identify the resources that will be required to achieve the stated goals from the previous session and the timeframe in which these goals will be met.

Facilitators' notes:

- **Discuss the various roles that are needed within the football club with the group as a whole.**
- **Allow discussion time to select who will be responsible for various actions within the club.**
- **Record all participants' responses.**
- **Get the group thinking about the time needed and the resources required to achieve the various goals that were set. Perhaps use the worksheet that follows.**



Worksheet for identifying responsibilities, timelines and financial resources session

Objective	Action (what)	Responsibility (who)	Timeframe (when)	Resources (\$)
1. For example To double the number of junior players by 2006.	Produce promotional brochure for distribution to local schools.	Junior development committee.	Distributed by July 2005.	\$500 budget.

Stage 8 Write the plan

Session objective:

- To establish the information that needs to be included in the plan and to identify the person responsible for writing the plan.

Duration:

- 30 minutes (eight-hour workshop).
- 15 minutes (four-hour workshop).

Workshop question(s):

- What information should be detailed in the plan?
- Who will be responsible for writing the plan?

Workshop activity:

- The group should work together as a whole to discuss the various methods of writing the plan.
- The whole group should also work together to assign tasks that will ensure the plan will be written.

Facilitators' notes:

- **A draft of the plan will need to be written by an individual or committee, based on the notes that were made during this workshop.**
- **With the group, go through the various ways of writing up the plan.**
- **Designate someone who will be largely responsible for writing the plan. The draft should be circulated to all workshop participants and other key people within the club for comment.**
- **Set a timeline for writing the plan.**

Stage 9 Implement and monitor the plan

Session objective:

- To determine the ways in which the plan will be implemented, promoted and monitored.
- To identify the stage at which the plan will be evaluated.

Duration:

- 30 minutes (eight-hour workshop).
- 15 minutes (four-hour workshop).

Workshop question(s):

- How will the plan be implemented, promoted and monitored?
- When will the plan be evaluated?

Workshop activity:

- The group should work together to identify ways to implement, promote and monitor the plan. Discuss ways in which the plan will be evaluated.

Facilitators' notes:

- **Allow adequate time to discuss the various ways that the plan will be implemented, promoted and monitored within the football club. Provide a number of examples.**
- **Plans can be promoted to club members via newsletters and noticeboards for example. It is vital that all club members are aware of the plan and how it will affect them.**
- **Get the group to identify possible stages throughout the season at which the plan will be evaluated.**
- **Record all responses from participants.**

Stage 10 **Review**

Session objective:

- To identify potential ways in which the plan will be reviewed at the end of the season.

Duration:

- 45 minutes (eight-hour workshop).
- 30 minutes (four-hour workshop).

Workshop question(s):

- When should we review the plan?
- Did we meet the goals and objectives?
- What could be improved?

Workshop activity:

- Working as a whole group, participants should discuss ways in which the plan will be evaluated at the end of the season and the questions that should be incorporated into the evaluation.
- The group should set up a planning committee that will be responsible for reviewing the plan each year.

Facilitators' notes:

- **Discuss the importance of reviewing the plan. Include topics such as when to review the plan and why to review the plan.**
- **Get the group to identify questions that need to be asked when the plan is reviewed.**
- **Remember to incorporate the SCORE analysis into this session.**
- **Record all responses from participants.**
- **As a final comment, summarise the importance of planning and ensure that the football club starts a yearly calendar with regard to planning for the year ahead and beyond.**



Strategic plan

Club:

Years:

Purpose statement:

Club: _____

Years: _____

Guiding principles

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____



Club: _____

Years: _____

Club structure

EXECUTIVE:

GENERAL COMMITTEE:

Role	Name	Role	Name
• President:			
• Vice president:			
• Secretary:			
• Treasurer:			

Club: _____

Years: _____

Key goals and strategies

Goal	Strategies	Key performance indicators	Who	When	Financial resources

