

## Your Guide to creating a Club Development Plan

### What is a Club Development Plan?

A development plan is a short document that details your club's future ambitions and plans over a specific period of time, in this case three-years. It is a working document that should be easy to read and therefore should be kept clear, simple and concise.

By producing a development plan your club will benefit from:

- A clear direction for your club
- Identifying development goals in specific areas
- Specific tasks for committee members to focus on and achieve
- Your members understanding and supporting (through communication and AGMs) the direction in which the club is going

As additional benefits, often development plans can be used to tap into wider opportunities, for example:

- The plan can be used to keep local, regional and national partners informed of your aims, e.g. Local Council, Community Sports Partnership, Sport England and British Taekwondo
- It can be used to demonstrate how your club is meeting the criteria of funding agencies and potential sponsors
- Having a working development plan shows that the club is forward-thinking and can help attract new members, sponsors and volunteers

### How will the plan work?

Development plans should always be relevant to those that are trying to implement the stated outcomes so it is really important that the current committee (if applicable) have had a role in setting the aims and objectives of the plan.

### Deciding on your Objectives

Making sure your club is working to the right objectives is an important part of development planning, ensuring you are not wasting your time.

To help you make sure your objectives are relevant, you should focus on 4 key areas;

- Club structure:** Ensure the club is structured in a way that allows continual growth and development and consider all available options. **Note:** One person running an entire club as a Sole Trader is not a sustainable model. Ask yourself this: What would happen to your club and all your members if you were injured or were no longer able to take sessions or manage the club?
- Improving/Strengthening Club Infrastructure:** Improving the day to day functionality and sustainability of the club by recruiting new volunteers to take on specific roles such as; Chair (this could be the Lead Instructor), Membership Coordinator, Finance Manager, Welfare Officer, Assistant Instructors, Online Marketing Manager and so on and by encouraging continued professional/personal development for Coaches and Volunteers.
- Facility:** Could the current facility be better or more functional? Does it offer good value for money for the club? Does the club own or lease the facility? Is the current facility holding the club back from developing and growing? Make a list of changes/upgrades to the current facility that would help the club to develop and grow. List what would the ideal facility look like if money was no object then work out what would be feasible given the clubs current finances and potential funding awards to develop.
- Increasing the Membership:** The club membership fees should provide the revenue to pay for facility hire, Coaching fees, training and competition equipment and all other club related costs. It is essential that the membership revenue is able to cover all the regular costs and bills or the club model is simply not sustainable. Therefore, membership fees have to be carefully considered to meet the needs of the club whilst also remaining affordable for local residents and members. The club should be continually looking to recruit new members, whilst doing all it can to retain its current members.

## Guide to Creating a Club Development Plan



### Step 1: Who should be involved in developing the plan?

Before you start the planning process an important thing to consider is ‘who needs to be involved in developing the plan?’

Although it may be quicker for one person to write the plan, the key to success depends on a handful of people with the right skills and knowledge shaping the plan.

A small group of people should therefore be identified as ‘drivers’ in developing the plan and they should all be on board from the start of the process.

Your club may decide to therefore form a planning group of just three or four people, for example:

- Project Sponsor – to oversee the project from implementation to completion and give advice when required
- Delivery Manager – to ensure everyone is carrying out their agreed role and tasks to keep the project delivery on time and within agreed budget
- Project Coordinator – to act as the main contact person for all involved and to assist with roles as and when required

Although the process will be led by this group, it is important that club members and other partners are consulted and involved in the process as much as possible.

For example, the planning group may wish to consult:

- Club members
- Lapsed members
- Volunteers and Coaches
- Your County Sports Partnership (England & Wales) or Local Community Sports Hub (Scotland) or Local Sports Development Officer (Northern Ireland)
- School Sports Coordinator
- Your British Taekwondo Development Officer

## Step 2: Where are we now?

Once you have set up your planning committee, the next stage is to identify where you are right now as a club.

Think about areas such as **your offer to members and participants, the health of your club membership, your volunteers or workforce, your facilities, the state of your finances and who you work in partnership with**. Add in any other relevant areas for your club.

The easiest way to identify your starting point is to work through a SWOT Analysis. A SWOT Analysis consists of four main sections:

**Strengths:** What does your club do really well and what features/characteristics would you want to replicate if you were to open a new club? What do your Instructors, members and the local community love about your club i.e. what keeps them coming back?

**Weaknesses (areas for development):** Highlight areas where your club could improve and list limitations that exist, for example; local catchment area could be a weakness if you are based in a rural area.

Or one Instructor/person carrying out or responsible for all or most of the club roles (this is not a sustainable model). What would happen to the club and members if the Instructor was no longer able to attend or manage the club?

**Opportunities:** Think through and list external opportunities available to your club that could help you expand and develop.

For example; Meeting with some or all of the local schools to form potential partnerships, raise awareness of the club and let them know what you/the club can offer.

Or joining your local Community Sports Partnership (CSP) to engage with your local Sports Development Officer, network with other sports clubs and share best practice processes and procedures.

**Threats:** External factors that could create problems or barriers for your club.

For example; Your host venue has been earmarked for closure or the venue wants to reduce the number of hours or days you rent the facility for.

Or, another club opens up in your area and you start to lose some of your members.

It is always best to have a plan in place **before** any of these scenarios actually happen.

### Following the SWOT analysis

Once you have completed the SWOT Analysis it is important to discuss the findings and implications. You may decide to do this in one or more of the following ways:

- Agenda item at the next Committee Meeting
- Agenda item at your next Annual General Meeting
- Arrange a club meeting for all committee members, coaches, volunteers, members and parents
- Questionnaire (preferably online) to members, coaches and volunteers
- Informal discussions with all club members and personnel

### Step 3: Where do we want to be?

Every sports club needs a clear vision and your Development Plan will be based on the vision for your club, so it is important that everyone at the club is aware of the Development Plan and the proposed outcomes.

It is therefore important at this stage that you identify a clear vision for your club:

#### The Vision (here are some examples)

- Membership increase of >200%
- Club has its own website
- A live and working 3-5 year Development Plan in place
- A diverse activity programme, including sessions for underrepresented groups i.e. disability, females etc.
- Club has reputation as a leading activity provider within the local area

### Step 4: How will we get there? Identifying our objectives

This stage focuses on how your club is going to achieve its vision and can be broken down into Objectives.

#### Objectives

Club Development Planning works best when the overall club vision is broken down into smaller, more manageable objectives that are realistic and achievable.

You should ensure that these objectives are spread across all the main areas required to run your club. The Objectives should address the Weaknesses/Threats and build on the Strengths/Opportunities highlighted in the SWOT analysis.

#### Key goals

- 0-3 months (Short-Term)
- 3-12 months (Medium-Term)
- 12+ months (Long-Term)

We recommend that you follow the **SMART** principle when setting your objectives:

- **Specific:** Identify specific targets the club wants to achieve by creating and implementing this Development Plan;

EXAMPLE: Recruit and train a Club Welfare Officer by 01 September 2018 - The Club has its own website and has recruited a Social Media Manager by 30 October 2018 - Recruit one Assistant Instructor by 30 November 2018 - Increase membership by 30% to 130 by 30 March 2019

- **Measurable:** The objectives of the plan should be measurable in order to measure ongoing success and to close the project off at the end of the plan;

EXAMPLE: Membership targets can be easily measured to check on progress or the number of qualified Instructors

- **Achievable:** Are the objectives achievable and attainable given the timescales and resources available?

EXAMPLE: The club wants to increase membership by 30% to 130 by 30 March 2019 is achievable, as the club can implement plans and initiatives to build toward this target

- **Reviewed regularly:** Set review dates for all the Objectives to ensure nothing falls behind schedule and everyone is clear about their role and their responsibilities. This also gives everyone the opportunity to report back on their progress and any issues they may be facing with their task(s)

- **Time-scaled:** When does the club want to achieve the set objectives and when will the regular reviews take place? Set out clear timelines for each Objective, who is responsible/involved and when each phase of that Objective is expected to be completed.

## Step 5: Writing your Club Development Action Plan

The next and final step in the planning process is to write-up the plan using the information produced from Steps 1 – 4.

Ideally, your Club Development Plan should:

- Be based on the overall 'Vision' for the club
- Review and establish the current position and health of the club, membership, no. of coaches etc.
- Highlight key: short, medium and long-term goals
- Highlight projected action's, resources, finances and timescales to achieve these goals
- Allow for regular reviews of progress, outcomes and small adaptations throughout the year

Your plan should be easy to use, review and amend and should be signed off by the 'Committee/Project Drivers'

## Step 6: How are we doing?

Regularly review your Club Development Plan, at least quarterly, is essential to ensure you are still on your way to achieving your aims and overall vision.

Your planning committee and club members have invested time and effort into developing the plan so use it and ask for help if and when required.

The club should continually update the plan to ensure there are always targets to work toward and the club is continually developing.

Furthermore, your Club Development Plan is an excellent tool to update local sports networks and funding agencies of your club's intentions, aspirations and willingness to develop.

As the targets set in the plan are all Specific and Measurable, the review process should be relatively simple and not too time consuming.

### Re-assess the Targets and Objectives, are they still relevant and achievable?

The club should re-assess the overall Objectives and Targets at least annually to ensure they are still relevant to the club's aspirations and they are still achievable within the planned time scales.

The club may need to amend the Objectives, Targets or time lines within which they were to be completed. Any amendments to the Club Development Plan should be proposed to and agreed by the 'Committee/Project Drivers'.

The development plan has to remain live and relevant or it will be of no use to the club. As the club evolves, the plan may have to evolve with it to ensure the club is always going in the right direction.

**If you require any assistance with club development or would like to discuss your club development plans in more detail, please contact the British taekwondo Development Officer, James Docherty at: [james.docherty@britishtaekwondo.org](mailto:james.docherty@britishtaekwondo.org) or by calling: 01623 382 016**