STRATEGIC PLANNING PROCESS

(GUIDE)

**1. DETERMINE YOUR POSITION**

**Scan Environment**

Identify the key issues that exist.

**Create Benchmark**

Establish figures which show where your club are at present.

**2. DEVELOP YOUR STRATEGY**

**Determine Mission (Purpose)**

Determine your organisations’ reason for being. What do you provide? Who do you serve?

**Recognise Values**

Identify how your members will behave on a daily basis. What is important to them?

**Set Vision**

Create a future image of where you would like your organisation to be in x years time.

**Establish Focus Areas**

Choose no more than five objectives that support your purpose and will help you achieve your vision.

**Develop Tactics**

Set specific actions that will help you achieve your focus areas.

**Define Success**

Describe the success (measures) you expect to see as a result of implementing your tactics.

**3. EXECUTE YOUR PLAN**

**Create Budget**

Forecast what resources you will need to implement your tactics.

**Communicate Plan**

Let all of your members and stakeholders know your strategic plan.

**Set Annual Goals**

Prioritise the tactics you will implement each year and align with your budget.

**Delegate Responsibility**

Put people in charge of executing specific tactics.

**Monitor Development**

Compare your expected measures to your benchmark figures to check on progress.

**Review Process**

Evaluate plan at the end and set a new plan for next period.

STRATEGIC PLAN 2016 – 2021

(SAMPLE ONLY)

**OUR PURPOSE:**

To grow and support lifelong participation, performance and the love of squash within our community.

**OUR VISION:**

A strong squash club environment, leading to a healthy community both on and off the court.

**CLUB LOGO / NAME**

**ON COURT**

**OFF COURT**

**OUR FOCUS AREAS TO HELP US GET THERE:**

**Encouraging participation & supporting performance**

Fun, safe and quality programme offerings that enable our community members to participate and perform to meet their needs.

**Growing membership**

A community family united in our love of squash, social interaction and the pursuit of healthy living and success.

**Developing our people**

A capable network of administrators, coaches and officials all supporting each other to be the best we can be.

**Creating a club others want to support**

An organisation that dreams big, is audacious, makes things happen and lives our core values every day.

**Being a great place to be**

Our club is recognised as a facility that inspires a life-long love of squash, a joy of interaction and somewhere that compels people to go to achieve results.

**OUR TACTICS TO HELP US ACHIEVE THESE:**

* Implement club squash programmes as identified by membership survey
* Develop unique programme brands to appeal to wider audience
* Provide squash programmes with nearby schools
* Partner with Squash New Zealand / District for programme support
* Install a web booking system to allow ‘pay to play’ opportunities
* Establish a talent hub for players wishing to improve
* Identify market segments within the database to offer tailored membership packages to
* Develop a marketing plan to ensure clear and timely communications with members
* Use modern technology to communicate with the public
* Publish brochures in different languages to increase reach
* Provide a calendar of scheduled training to increase the number of qualified coaches and officials
* Offer tools, resources and support to all administrators
* Implement a volunteer feedback survey to measure satisfaction
* Hold regular club meetings and distribute e-newsletters
* Host an annual internal awards night to recognise and reward those who have excelled over the past year
* Develop an operational plan each year that is aligned with the annual budget
* Create value propositions and sell signage and naming rights to agreed values
* Establish new social member events as part of a ‘club within a club’ philosophy
* Develop a new club logo and update existing website and social media pages
* Refurnish the facility to make it look more modern and welcoming
* Upgrade the signage at the entrance and on the building
* Offer a café service with local providers
* Implement a new member induction system
* Introduce annual surveys for new, existing and previous members

**WHAT SUCCESS WILL LOOK LIKE BY THE END OF 2021:**

**2016 Benchmark**

abc people having a Squash Club experience every year

**2021 Target**

xyz people having a Squash Club experience every year

**2016 Benchmark**

abc people signed up as a regular member each year

**2021 Target**

xyz people signed up as a regular member each year

**2016 Benchmark**

abc people taking part in development opportunities each year

**2021 Target**

xyz people taking part in development opportunities each year

**2016 Benchmark**

abc organisations partnered with Squash Club

**2021 Target**

xyz organisations partnered with Squash Club

**2016 Benchmark**

abc positive feedback on membership satisfaction survey

**2021 Target**

xyz% positive feedback on membership satisfaction survey

**OUR VALUES:**

**COMMITMENT**

**ENJOYMENT**

**TEAMWORK**

**EXCELLENCE**

**INNOVATION**

**INTEGRITY**