



# SHOOTING AUSTRALIA

## Strategic Planning – How to Guide

### What is Strategic Planning?

- A way to gain agreement – sharing and working towards a vision for the future which can develop consistency amongst members
- Provides a brief snapshot of where the club is aiming to be in 5 years time
- Has been established in consultation with club members
- A tool which enables club members to focus on specific outcomes
- An opportunity for development of the club's purpose and autonomy
- A dynamic and ongoing process where goals are 'time framed' to ensure a sense of achievement
- An avenue for the club to define its challenges and prepare to address them
- A management tool to be used for effective interaction with external bodies
- Ideally it will be reviewed annually by the club committee to check its relevance and to adjust where necessary to be consistent with the proposed direction and present situation

BUT Strategic Planning is not:

- an unrealistic 'wish-list' which are beyond the capabilities of the club to achieve in the timeframe
- considered to be the solution for the problems of the club



## COMMENCE YOUR STRATEGIC PLAN:

### HISTORY AND PROFILE

*(Detail the history of your club and current structure)*

### ABOUT THIS PLAN

This strategic plan has been developed by a forum representing members of the {CLUB}. It recognises that whilst there are and will always be individual needs within the {CLUB} there is the need to share common goals to achieve the vision. It is these common goals that are documented in this strategic plan.

The plan uses SWOT analysis to examine the strengths, weaknesses, opportunities, and threats to our Club. The plan then identifies major goals of the Club. Actions to deliver on those goals are stored in implementation plans that sit alongside this plan.

### MISSION

*(Why does the club exist? What does the club do or offer now?)*

*e.g.*

Engage with our Community / Make our Target Sports Experience safe, enjoyable, and rewarding / Club for all

### VISION

*(Where does the club want to be in the future? What does the club want to achieve?)*

*e.g.*

To be recognised as a vibrant, welcoming, and respected X Target Sports Club encouraging participation in shooting through all age groups. Provide excellence in the delivery of the shooting experience. To be the best sporting club within your council region

### GOALS / STRATEGIC PRIORITIES

*(What are the high level goals that the club wants to achieve – the end game? Keep the number of goals to a maxim of seven)*

Example:

1. To increase community based participation
2. To be financially viable and sustainable
3. Deliver outstanding facilities to engage more participants which create stronger performance
4. Build a capable and sustainable club



5. To upgrade our range with 2 more shooting bays
6. etc.

You could also list what do you want to achieve in each year over the next 5 years as another example:

Year 1: To begin fundraising for range upgrade (build relationships with council, community groups for support etc.)

Year 2: Apply for state / national grant funding. Prepare grant application

Year 3: Fundraising drive / activities to increase membership by 5%

Year 4: goal is .....

Year 5: goal is .....

When listing your goals also list how you will achieve it, who will be responsible, time frame, budget if any costs involved

### IMPLEMENTATION PLANS

*(Attach the implementation plan/s of tasks to achieve the goals – see separate template that are developed by the working groups responsible for achieving the goals. As a guide, keep the number of tasks to achieve the goals to a maxim of around 7-10)*

*Example:*

GOAL	TASKS
To increase community based participation	Undertake a coordinated and targeted approach to affiliation with schools
To increase community based participation	Engage the broader community to encourage participation with the Club



## BUDGET LINKS

*(It is useful to define what budget is allowable to achieve each goal, or potentially break it down to each implementation task)*

*Example:*

GOAL	TASKS	BUDGET
. To increase community based participation	Undertake a coordinated and targeted approach to affiliation with schools	\$500 for brochure print
. To increase community based participation	Engage the broader community to encourage participation with the Club	\$500 for brochure print
. Engage the broader community to encourage participation with the Club	Club to participate in events held by your local council	\$200 – BBQ, give-aways, merchandise e.g. hat, pen etc



## SWOT ANALYSIS

(Example for a Shooting Club below)

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"><li>• Secure training venue</li><li>• Safety firearms training held</li><li>• Number of people interested in Club</li><li>• Excellent coaching staff</li><li>• A good reputation in Club</li><li>• Club provides an enjoyable environment for members</li><li>• Membership secretary ensure members records are up to date / reviewed annually</li><li>• Good social calendar</li><li>• Good competition program / events</li><li>• Good committee structure</li><li>• Job descriptions for committee members</li></ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"><li>• Volunteers – are mainly men</li><li>• Lack of members involved in the Club</li><li>• Limited Clubhouse facility</li><li>• Difficulty collecting fees</li><li>• Outstanding debt on clubroom</li><li>• No younger members transitioning through the club</li><li>• No qualified first aiders</li><li>• No current budget available for training / education</li><li>• Committee workloads too heavy – not shared or no direction for committee</li><li>• Qualified / accredited coach(s)</li></ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"><li>• Create strategic relationships with local council and school</li><li>• Improved transition from beginner to competition with better coaching networks</li><li>• Sponsorship and support local business community</li><li>• Coordinated approach through a better committee structure</li><li>• Job descriptions for committee</li><li>• Induction plan for new members and committee</li></ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"><li>• Shooting legislation different in each state for competitions</li><li>• Licensing for shooting</li><li>• Access to good training facilities</li><li>• Financial instability</li><li>• Cost to player (license, insurance and affiliation)</li></ul>



## ESSENTIALS TO A GOOD STRATEGIC PLAN

**Vision** - without a vision, your club will have no direction or focus

**Commitment** - be committed to the vision, if your committee and members' aren't on board with your vision you are unlikely to succeed

**Timelines** – create timelines showing when targets / goals will be achieved

**Goals** - avoid a long list of goals as it is probably not realistic and will make it difficult for you to achieve. Goals may be short, medium and long term, then class them as high, medium and low. This will help to define immediate priorities

**Reporting** – report on membership numbers over the past few years, volunteer commitment, methods of fundraising, progress of sustaining members will help provide an overview of past and present club operations

**Contingencies** – account for the risks your club might face and work out contingency plans. Completing a SWOT analysis to review the club threats and weaknesses, will assist to identify what contingencies need to be in place and how your organization is best structured to activate contingency plans. A risk assessment template can help address the nature of risks in more detail and open your committee to be more aware and provide a thorough overview of your venue

**Change** - any major changes affecting your club should be considered in review of your plan. Be aware of what is around your area – businesses closing, new businesses starting up – what clientele they will attract, if local sporting clubs are doing well or not so well. Understanding your suburbs surroundings. A good plan will help incorporate measures to prepare for these types of changes so that member numbers remain stable or increase