

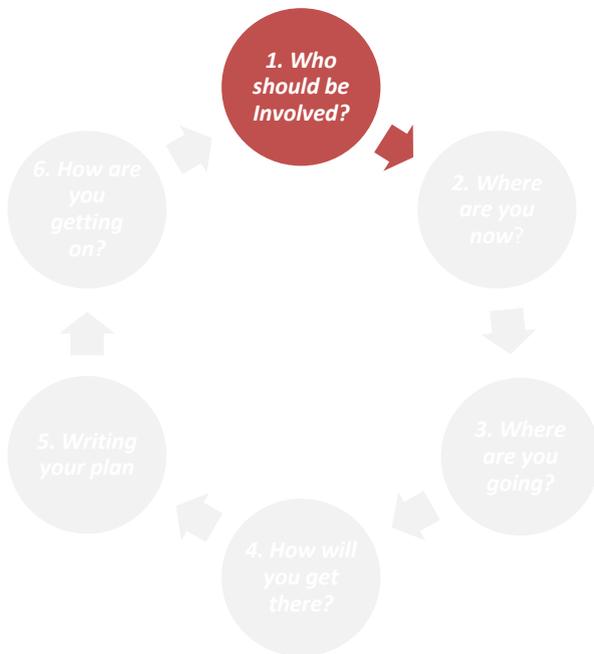
The BUSA Guide to Creating a Club Development Plan

Adapted from the Sport England development plans by G. Brookes and further adapted for BUSA usage by JK. Penhaul Smith.

For an example of writing this plan please watch:

<https://www.youtube.com/playlist?list=PLRR1I7QyaNCd8cYBCUlj6rA8HFOZMPyJg>

For further information on the support Sport England may give clubs and individuals please see: <https://www.sportenglandclubmatters.com/club-planning/planning/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 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 at the start of the process.

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

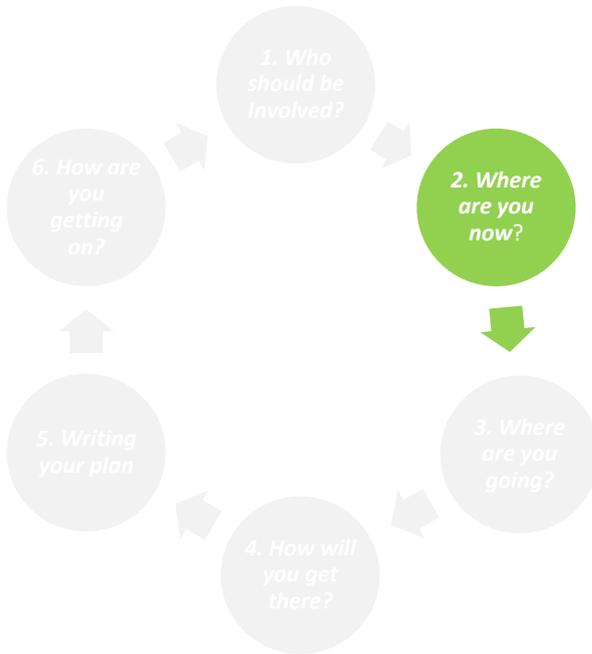
- Commodore
- Treasurer
- Vice Commodore/Strategic Development Officer

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

For example, the planning committee may wish to consult:

- Club members
- Lapsed members or alumni
- BUSA Area Chair
- BUSA Development Officer
- Volunteers Instructors and Coaches
- Your County Sports Partnerships/other local funders/sponsors
- University Sports Coordinator

- RYA Regional Development Officer



Step 2: Where are you now?

Once you have set up your planning committee, the next stage is to identify where you currently are as a club. Think about areas such as **your offer to members and participants, your available volunteers, time commitments and likely graduation time of your volunteers, your facilities, the state of your finances and who you work in partnership with**. Add in 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: Characteristics of your club that give you an advantage

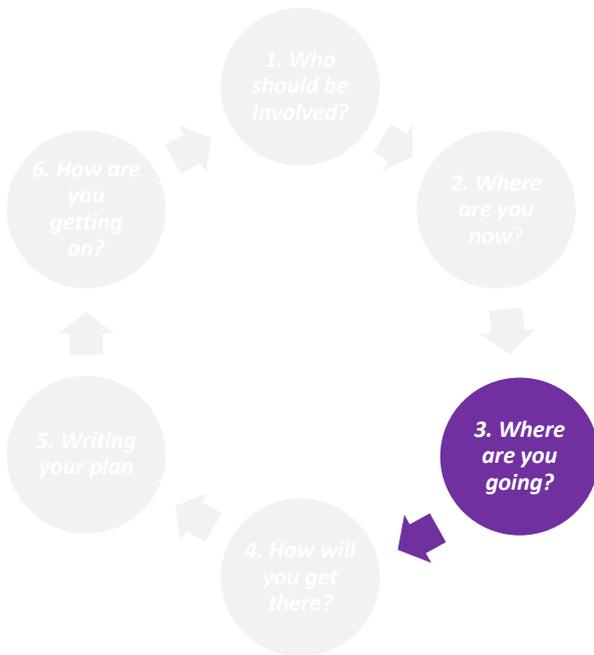
Weaknesses: The limitations of your club or areas where you could improve

Opportunities: External opportunities available to your club that could help you expand or develop

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

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, members and coaches (where applicable).
- Questionnaire to members, coaches and volunteers
- Informal discussions with all club members and personnel



Step 3: Where do you want to be?

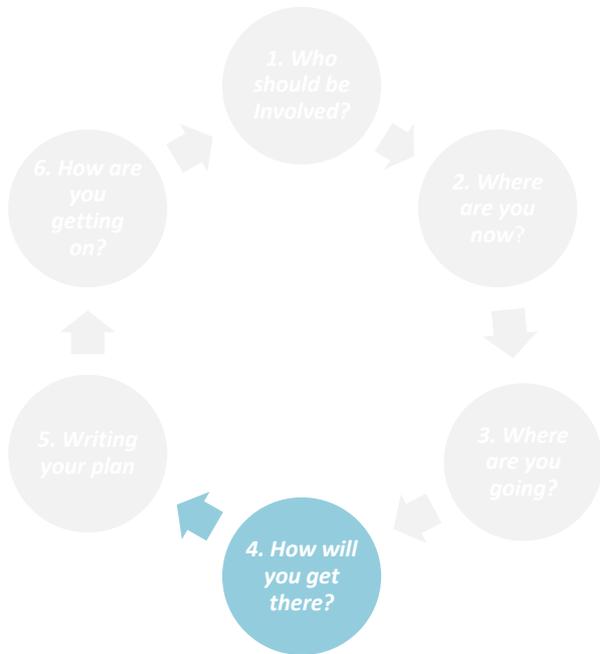
Every sports club needs a clear vision and your Development Plan will be based on the vision for your club, so it is important that everyone shares this.

Also write Key Goals for the next 3-5 years, to achieve this vision. These may need to happen now, next month, next year or even 2 -5 years time.

It is therefore important at this stage that you identify:

- A clear vision for your club
- Key goals for the next 3-5 years
- Some longer term goals

We recommend you consider refer back to your earlier SWOT analysis and also consider the following issues as important factors in achieving your key goals: Club management, Workforce, Marketing, participation pathways, member satisfaction and your facilities/ equipment.



Step 4: How will you get there? Identifying your objectives

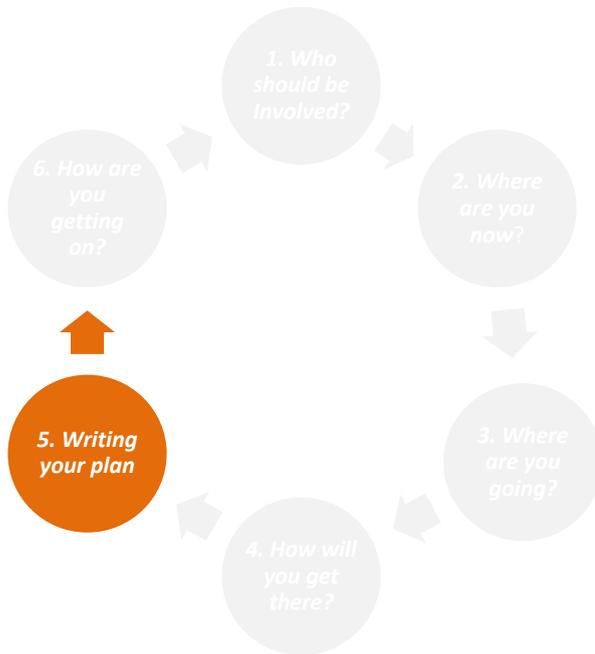
This stage focuses on how your club is going to achieve its vision and can be broken down into Objectives.

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.

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

- **Specific:** Identify what the club wants to achieve
- **Measurable:** Is the club able to measure whether it is meeting the objectives or not?
- **Achievable:** Are the objectives achievable and attainable?
- **Realistic:** Can the objectives realistically be achieved the objectives with the resources it has?
- **Timed:** When does the club want to achieve the set objectives?



Step 5: Writing your Club Development Plan

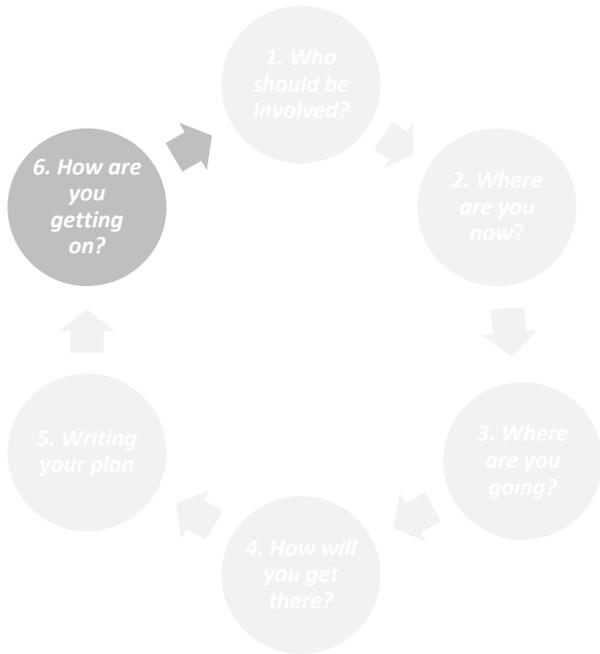
The next and final step in the planning process is to write-up the plan using the information produced from Steps 1 – 4.

Ideally, your Club Development Plan should:

- Be linked to the overall 'Vision' for the club
- Review the current position and sustainability of the club
- Highlight key short, medium, and longer-term goals
- Highlight projected actions, resources, finances and timescales to achieve these goals
- Allow for a review of progress and outcomes throughout the year

Your plan should be easy to use, review and amend.

Remember to explain things clearly. Your plan will be passed down to future committees that you might not be involved in, so make sure that anyone can read and understand it.



Step 6: How are you getting on?

You will need to regular review of your Club Development Plan. Go back to it and make sure you are on track to complete your objectives or review them as necessary. It is essential to ensure you are on your way to achieving your aims and overall vision. It is very common for clubs to spend time and effort preparing a good action plan and then leaving it to collect dust. Your planning committee and club members have invested time and effort into developing the plan, so use it. Furthermore, your Club Development Plan is an excellent tool to update local sports networks, funding agencies and your Students Union of your clubs' intentions and aspirations and regular review can help to keep a club moving forward. Provided that the targets set in the plan are measurable, the process should be simple and not too time consuming.