

Running Your Club

Planning: Content inclusions

Strategic plan section	What to include
Cover sheet	A cover sheet includes: <ul style="list-style-type: none"> ■ name of the club or association ■ address of the club or association ■ telephone, fax details ■ directors' names ■ date, stated as the strategic business plan for the three year period beginning XX.XX.XX.
Signature page	A signature page states the names of each: <ul style="list-style-type: none"> ■ director ■ key personnel within the club or association and requires each of their signatures to show their commitment and ownership of the strategic plan.
Executive summary	Information to be included in an executive summary includes: <ul style="list-style-type: none"> ■ an overview of the club or association's line of business ■ a brief outline of planned major events ■ the strategic direction of the club or association.
Table of contents	List the content of the strategic planning documents and relevant page numbers.
Major assumptions *	Clearly detail all assumptions made to determine goals, objectives, strategies and action plans.
Critical success factors and issues facing the club or association *	Discuss the factors that significantly impact upon the club or association's ability to be successful.
Club or association history **	A short overview of historical milestones and past successes of the club or association.
Vision of the club or association	The club or association's vision should state: <ul style="list-style-type: none"> ■ what it does ■ your philosophy in regard to: <ul style="list-style-type: none"> - integrity - management - commitment - integrity and ethics - volunteers - management - growth and participation

* Optional for small to medium clubs with <500 members and a volunteer and/or part paid workforce.

** Optional for small clubs with <200 members and a volunteer workforce.

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Section: Content inclusions (continued)

Strategic plan section	What to include
List of goals and objectives over the long term	Simply state the club or associational long term goals and objectives that have been developed or are required. It is helpful to arrange these in key performance areas such as finance, facilities, marketing, and membership etc.
Tables identifying key performance areas, goals, objectives, strategies and action plans (Implementation plan)	A simple tabular section that details strategies and action plans to be implemented with the view to achieving long term goals and objectives.
Management structure*	A club or associational chart showing the relationships between different areas of the club or association such as the board/committee, committees and management.
SWOT analysis	An analysis of the strengths, weaknesses, opportunities and threats that exist within the current environment.
Financial data	Financial data generally included in a strategic plan includes: <ul style="list-style-type: none"> ■ assumptions ■ balance sheet ■ income projections (profit and loss statements) ■ three year summary ■ detail by month for the first year ■ detail by quarters for the second and third years of the business plan ■ statement of cash flow.
Appendices	Relevant supporting information.

* Optional for small to medium clubs with <500 members and a volunteer and/or part paid workforce.