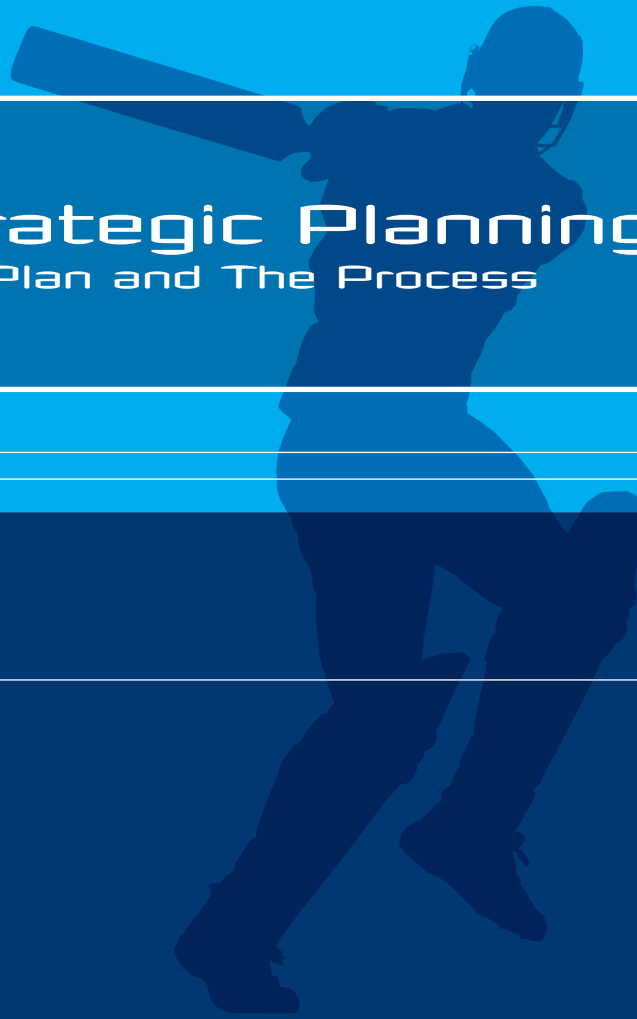




Strategic Planning: The Plan and The Process



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Introduction

Strategic planning is a powerful management tool that can help your cricket club do a better job. As the old saying goes 'failing to plan means planning to fail' and unfortunately this is why many cricket clubs find themselves in difficulties. Put simply, planning is like developing a road map for your cricket club - it helps the club to see where it is going and how it is going to get there.

This Club Assist resource provides cricket clubs with a template on how to develop, write and implement a strategic plan as a basis for improving their operations and services.

What is strategic planning?

Strategic planning is a systematic and ongoing process through which a cricket club agrees, and builds commitment among key stakeholders, to priorities which are essential to its mission or purpose.

A strategic plan is simply a document that provides a common focus and direction that is understood by everyone in the cricket club. It allows goals to be reached and progress to be monitored. A written plan allows all members of the cricket club to be aware of what it wants to achieve and how it will go about doing this.

A strategic plan states the cricket club's overall purpose and sets important goals to be achieved over three to five years. The strategic plan is interpreted through an annual operational plan.

A cricket club's strategic plan is not an end in itself, but rather a means of achieving its purpose. It needs to be simple, concise and ordered, so there is a greater likelihood that the plan will be useful, that it will be used, and that it will be helpful in guiding the operations and future direction of the cricket club.

What are the advantages of strategic planning?

Strategic planning can assist your cricket club:

- To clarify purpose, set direction and keep on track
- To cope with and adapt to change
- To look where it has come from and where it is now
- To decide what its options are and where it wants to be in the future
- To work out how to get there and know when it gets there
- To develop teamwork off the field
- To gain a commitment from all its stakeholders
- To provide a sound platform for decision-making and the development of action plans
- To improve financial performance and use its resources more effectively
- To check on progress and provide a basis for evaluating performance

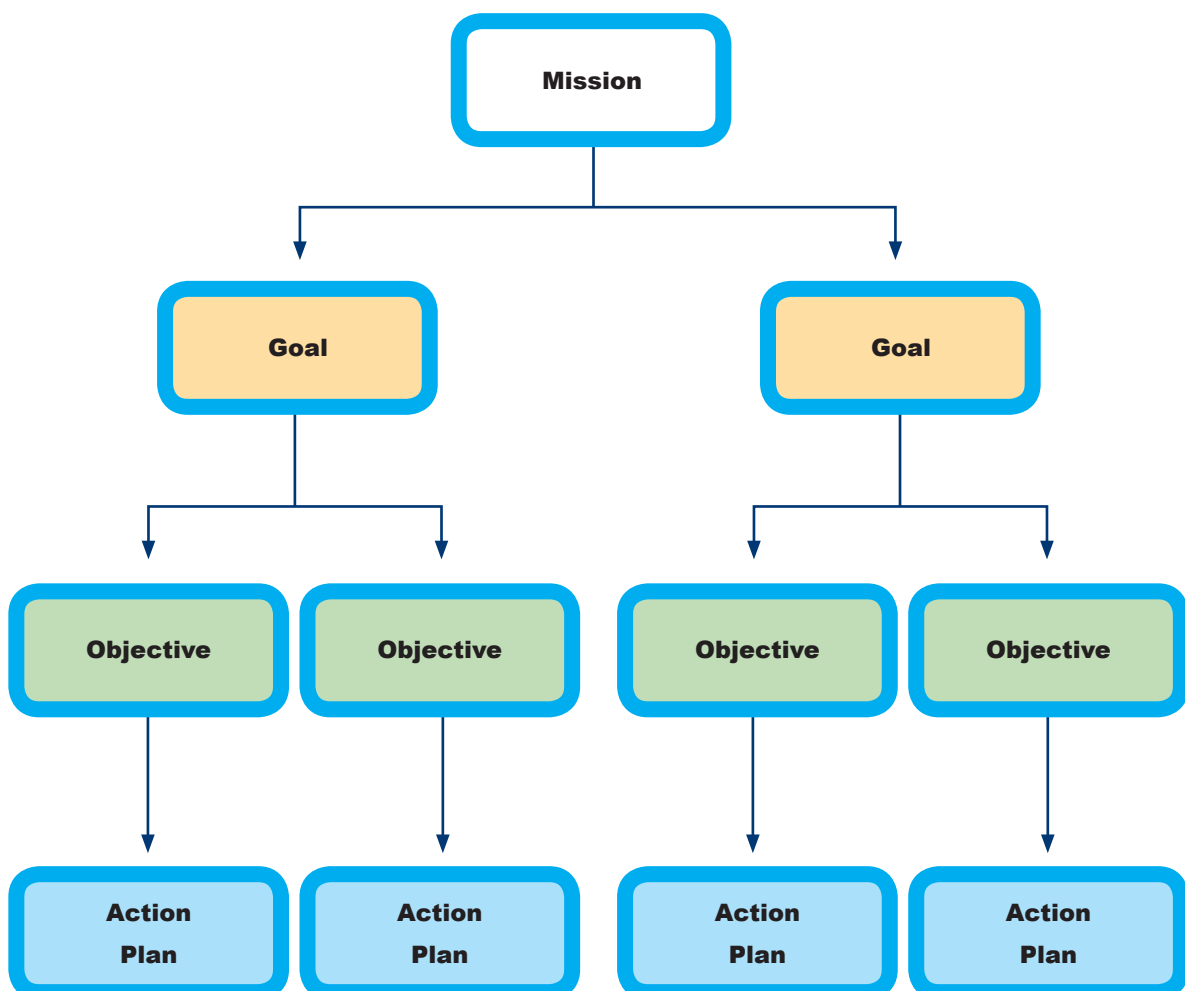
Without adequate strategic planning, the management committee of a cricket club tends to frequently function on a random ad hoc basis, dealing only with immediate problems, and giving little consideration to future needs.



The strategic plan

Clubs are the foundation of cricket within New Zealand. There are an enormous range of cricket clubs, they vary in size and complexity, but all cricket clubs share the same need to be well organised to effectively conduct their activities and better cater for the current and future needs of their members. The best way for cricket clubs to ensure this is to develop a **STRATEGIC PLAN**.

A strategic plan is an active document that outlines your cricket club's **MISSION, GOALS, OBJECTIVES, and ACTION PLANS or STRATEGIES** which will guide your cricket club towards future success.

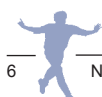


Strategic plan example

Steps	Definition	Example
Mission	A brief statement explaining the purpose of your cricket club, why it exists and the outcomes it wants to achieve	<ul style="list-style-type: none"> To provide opportunities for people of all ages and ability levels within our community to improve their quality of life through participating and progressing in the game of cricket
Goals	Statements that explain the broad direction of your cricket club	<ul style="list-style-type: none"> To provide opportunities for participation in cricket by all members of our community
Objectives	The specific results or targets the cricket club wants to achieve in relation to each of its goals	<ul style="list-style-type: none"> To develop a strong and sustainable link with the local secondary school within the cricket club's community over the next three years
Action Plans	A task-by-task plan showing WHAT needs to be done to achieve the objectives. The plan should also show WHEN it will be done, WHO will do it and HOW it will be done in terms of the resources required	<ul style="list-style-type: none"> Identify and establish contact with the teacher-in-charge of cricket in the local secondary school Establish an appropriate liaison person in the club to develop an ongoing rapport with him/her Establish a strong, supportive relationship with the coaches in the local secondary school Run a 'Cricket Leadership course' for school leaver cricketers Take an active interest in the efforts and future aspirations of the players in the local secondary school and encourage their effective and seamless transition to the club Take stock of the facilities in the local secondary school and ascertain how they might best be utilised, developed and exchanged

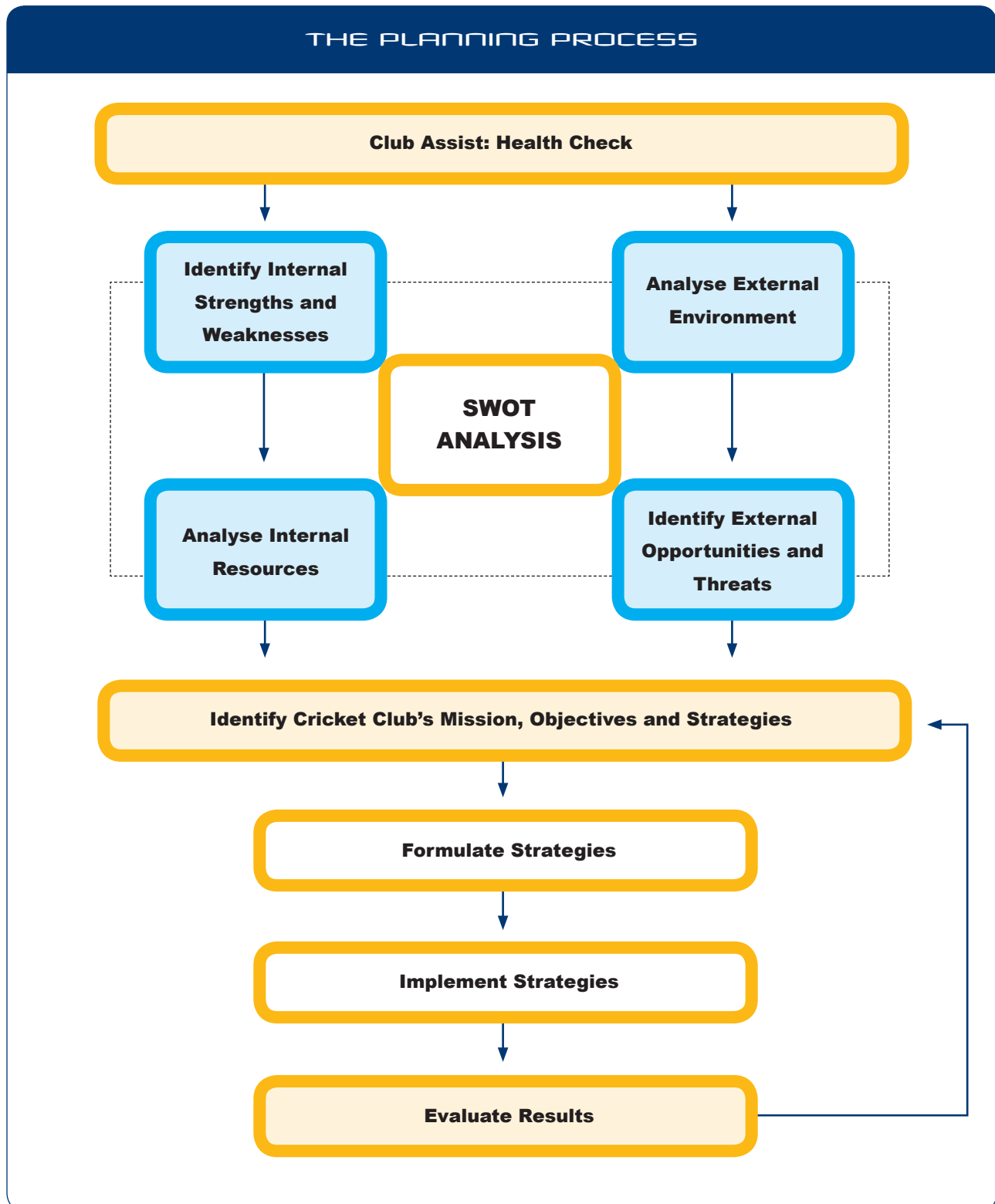
Actioning an objective

Objective	Action plan [What?]	Responsibility [Who?]	Time frame [When?]	Resources (\$) [How?]
As above	As above	Development Committee	Within the next 2 years	\$250 to photocopy resources for Cricket Leadership course \$250 to pay for school coaches to go to coach education courses



The planning process

Although there are numerous approaches to planning, the general steps involved in the planning process are similar. The steps represented in the model below are further elaborated in the planning workshop approach adopted in this resource.



Where do you start?

While planning is ultimately the responsibility of the management committee of a cricket club, successful planning is characterised by its collaborative nature. It is important therefore that club members or representatives of all interest groups within your cricket club [ie. **STAKEHOLDERS**] [especially those affected by the plan, or responsible for implementing it eg. committee members, volunteers, coaches, managers, current players – senior, junior, women, past players] take an active role in developing a strategic plan for your cricket club.

Running a **PLANNING WORKSHOP** is a very effective means of allowing them to do this. It encourages active member participation and provides members with a sense of ownership in that they have contributed to shaping your club's future and will be more likely to be committed to helping carry out the plans.

Many sports clubs have used this method of planning and have found it to be very effective.

The planning workshop

A planning workshop is an opportunity to involve a variety of people from your cricket club in the planning process. Typically this includes a cross section of 10-30 club members. Together, you can identify ways to improve your cricket club and plan for its development. The administration of a 'Club Assist: Health Check' will have revealed those areas in your cricket club that need to be further improved or developed. The workshop will assist in prioritising these.

A. WHO SHOULD CONDUCT THE WORKSHOP?

Ideally one or two trained people or **FACILITATORS**, who are independent from your cricket club, should run your workshop. This allows all your members to participate fully in the discussion and the development of ideas. By using independent people, you will make sure that your facilitators are unbiased and discussions will be open and honest.

Make sure the key members of your cricket club [eg. the management committee] meet the facilitators before the workshop, to sort out the details and clarify the aims and objectives of the workshop.

B. HOW MUCH TIME WILL THE WORKSHOP TAKE?

It is recommended that you allow 4-8 hours for your workshop. An example **AGENDA** is included on page 10.

C. WHAT WILL WE NEED TO RUN THE WORKSHOP?

You will need a quiet room that is large enough for the whole group to talk together. Space for the group to break up into smaller discussion groups should also be available.

The room should be:

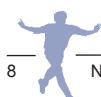
- Free from distractions
- Set up so everyone is comfortable and can see each other. A horseshoe arrangement is best.

The following equipment is also necessary:

- At least 50 large sheets of paper
- Marking pens
- Masking tape, large clips, blue tack or drawing pins
- Name tags
- Tea, coffee, milk, sugar and biscuits

The large sheets of paper are to be used to record the proceedings of the workshop and should be:

- Numbered and placed on a board or wall at the front of the room so everyone can see them and keep track of what has been discussed during the workshop



D. WHAT HAPPENS AT A WORKSHOP?

At the workshop, the facilitators will lead the cricket club participants through a number of discussions to answer questions and develop your plan. The outcomes of your 'Club Assist: Health Check' are essential to this process. In the workshop, participants will:

- 1. Look at changes that are happening in the community and in the game of cricket which will affect the cricket club [Analyse external environment and identify opportunities and threats]**
- 2. Look at why the cricket club exists, what it is trying to do, and how it works currently [Analyse internal resources and identify strengths and weaknesses]**
- 3. Decide how they would like to work in the future [Formulate strategies]**
- 4. Identify actions, responsibilities and resources that will be needed to make it work better [Identify processes for strategy implementation]**
- 5. Outline how and when these actions will occur [Strategy implementation]**
- 6. Determine how to evaluate progress**

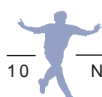
Remember

- The agenda is only a guide**
- Workshop times may vary**
- The format chosen for each session should encourage discussion**



Planning workshop: example agenda for a cricket club

Sessions	Format	Duration
INTRODUCTIONS <ul style="list-style-type: none"> • Introduce participants • Outline the format of the workshop 	Whole group	30 minutes
CHANGES IN YOUR COMMUNITY <ul style="list-style-type: none"> • What major changes are likely to occur in your community and in the game of cricket over the next 3-5 years? 	Whole group	30 minutes
IMPLICATIONS FOR YOUR CRICKET CLUB <ul style="list-style-type: none"> • What impact will these changes have on your cricket club? 	Small groups	45 minutes
WHERE IS YOUR CRICKET CLUB NOW? <ul style="list-style-type: none"> • What is your cricket club's history? • What is your cricket club doing well? [STRENGTHS] • What difficulties does your cricket club currently face? [WEAKNESSES] 	Whole group	45 minutes
WHERE IS YOUR CRICKET CLUB GOING? <ul style="list-style-type: none"> • What are the main reasons for your cricket club's existence? • What is your mission over the next 3-5 years? 	Small groups	45 minutes
WHAT ARE YOUR CRICKET CLUB'S PRIORITIES? <ul style="list-style-type: none"> • What are the main activities your cricket club will need to focus on? • What are your cricket club's objectives/ priorities for the next 3-5 years? 	Small groups	45 minutes
DOWN TO ACTION <ul style="list-style-type: none"> • What actions are needed to reach your objectives? • Who will be responsible for them? • What resources are needed? • What is the timetable? 	Whole group	90 minutes
WHERE TO NOW? <ul style="list-style-type: none"> • How do we proceed from here? • How will you evaluate your progress? 	Whole group	15 minutes



E. PLANNING WORKSHOP SESSION

ACTIVITIES

Session 1:

INTRODUCTIONS

OBJECTIVES:

- To introduce the facilitators and participants in the workshop
- To outline the purpose and format of the workshop

DURATION: 30 minutes

SESSION ACTIVITIES:

- Each facilitator should introduce themselves
- Each participant will be asked to introduce themselves and briefly explain:
 - Their role in the cricket club
 - Why the cricket club is important to them
 - What they hope to get out of the workshop
- The facilitators will explain:
 - The aim of the workshop
 - The agenda
 - The need for participants to contribute as much as possible to get the widest range of ideas
 - Their role as facilitators - one to oversee each session, the other to record key points and summarise each session
 - Any organisational matters eg. meal breaks, location of toilets

Session 2:

CHANGES IN YOUR COMMUNITY AND THE GAME OF CRICKET

OBJECTIVES:

- To identify important changes and trends that are occurring in your community that may impact on your cricket club.
- To identify important changes and trends that are happening within the game of cricket.

DURATION: 30 minutes

SESSION FOCUSING QUESTIONS:

- What are the major changes and trends that are affecting your community that may impact on your cricket club?
- What are the major changes and trends that are affecting the game of cricket?

SESSION ACTIVITIES:

- You will work as one large group for this session
- This is a brainstorming session. Brainstorming is a process of generating a wide range of ideas in response to the focusing questions. Everyone should feel free to think as broadly as possible, to openly contribute their ideas and respond to the ideas of others
- The facilitators will write down everybody's responses. Perhaps separate pieces of paper could be used to cover:
 - Work
 - Family life
 - Sport in general
 - The game of cricket



Planning workshop session activities Continued...

Session 3:

IMPLICATIONS FOR YOUR CRICKET CLUB

OBJECTIVES:

- To identify in general terms the needs, opportunities, constraints and threats that your cricket club will face in the future.

DURATION: 45 minutes

SESSION FOCUSING QUESTION:

- What impact will the changes and trends identified in Session 2 have on your cricket club?

SESSION ACTIVITIES:

- You will work in small groups [4-6 per group] for this session
- The facilitators will assign your group a heading [eg. work, family life, sport in general, or the game of cricket] and give you the notes from the previous session
- Your task is to discuss the implications for your cricket club of the most relevant issues listed in the notes. Try not to rush into finding solutions at this stage
- Someone from your group should record ideas and report back to the whole group at the end of the session

Session 4:

WHERE IS YOUR CRICKET CLUB NOW?

OBJECTIVES:

- To outline the background [ie. origins, history and profile] of the cricket club
- To look at the effectiveness of the cricket club's current activities

DURATION: 45 minutes

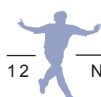
SESSION FOCUSING QUESTIONS:

- Where has the cricket club come from?
- What are its current strengths and weaknesses in relation to:
 - The club's leadership, management and organisation, including financial management
 - The club's players [senior, junior, women]
 - Player development
 - Coaches and coaching
 - Volunteers
 - Facilities
 - Equipment
 - Social functions

NB: Use the information obtained from your 'Club Assist: Health Check' to identify your cricket club's strengths and weaknesses

SESSION ACTIVITIES:

- You will work as one large group for this session
- The facilitators will ask key people to report to the group. For example:
 - Cricket Club President to briefly outline the history of the cricket club
 - Cricket Club Chairman to summarise the strengths and weaknesses of the cricket club as identified by the 'Club Assist: Health Check'
- Everyone will then be asked to discuss the current situation of the cricket club and have the opportunity to express their opinion on the present position of the club
- The facilitators will write down everybody's responses



Planning workshop session activities Continued...

Session 5:

WHERE IS YOUR CRICKET CLUB GOING?

OBJECTIVES:

- To decide upon the mission of the cricket club
- To set some broad goals for the cricket club over the next 3-5 years

DURATION: 45 minutes

SESSION FOCUSING QUESTIONS:

- Why does the cricket club exist?
- What is the target community of your cricket club in terms of geographical area, contributing schools and age/gender groups?
- Who are your members and potential members - is the cricket club meeting their needs?
- What is it trying to achieve?

SESSION ACTIVITIES:

- You will work in small groups [4-6 per group] for this session
- Someone from your group should record ideas and report back to the whole group at the end of the session
- Your task is to describe the purpose of your cricket club [This is your **MISSION** statement] and from that to identify the broad directions of your cricket club [These are your **GOALS**]. For most cricket clubs there will be about 4-6 goals based on the mission

NB: Sometimes the participants have difficulty agreeing on either the mission itself or on the wording of the mission. If this occurs the facilitators should summarise the discussions and produce a draft version which can be discussed later during the workshop

Session 6:

WHAT ARE YOUR PRIORITIES?

OBJECTIVES:

- To determine and prioritise the objectives for the cricket club

DURATION: 45 minutes

SESSION FOCUSING QUESTIONS:

- What specifically do you want to achieve by the end of the planning period? [3-5 years]
- What is the priority of these objectives?

SESSION ACTIVITIES:

- You will work in small groups [4-6 per group] for this session
- Someone from your group should record ideas and report back to the whole group at the end of the session. Try and share these tasks around, so everyone has a turn
- Your group will be assigned one or two of the cricket club's key activity areas
- Your task is to determine 2-3 specific objectives for the key activity areas you have been assigned. It is important that participants write **SMART OBJECTIVES**

EXAMPLES:

"To double the number of junior cricketers registered in the club over the next five years"

"To develop a strong and sustainable link with the local secondary school within the cricket club's community over the next three years"

"To ensure over the next three years that each of our cricket club teams has a qualified coach"



Planning workshop session activities Continued...

Key activity areas

These will vary from one cricket club to another, but may include:

- Leadership
- Management, administration and organisation
- Finance
- Players - senior, junior and women
- Recruitment and retention
- Developing links to local schools
- Player development
- Competitions and game formats
- Coaches
- Coaching
- Volunteers
- Facilities and equipment
- Social functions

Smart objectives

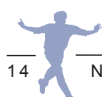
- S** - Specific
- M** - Measurable
- A** - Achievable
- R** - Realistic
- T** - Timebound

- Try using worksheet 1 [see below] to help each group remain on track in this session
- Each group should report on their discussions at the end of the session. In that way, the whole group can agree on the objectives for the cricket club and can decide which are the most important

Worksheet 1

Objective number	Objective statement	Priority (High, medium, low)
1 Example	To double the number of junior cricketers registered in the club over the next five years	MEDIUM
2 Example	To develop a strong and sustainable link with the local secondary school within the cricket club's community over the next two years	HIGH
3 Example	To ensure over the next three years that each of our cricket club teams has a qualified coach	HIGH
4		
5		
6		

NB: See Appendix 1 for a blank copy of Worksheet 1



Planning workshop session activities Continued...

Session 7:

DOWN TO ACTION - MAKING IT HAPPEN

OBJECTIVES:

- To outline how you as the cricket club will reach your objectives

DURATION: 90 minutes

SESSION FOCUSING QUESTIONS:

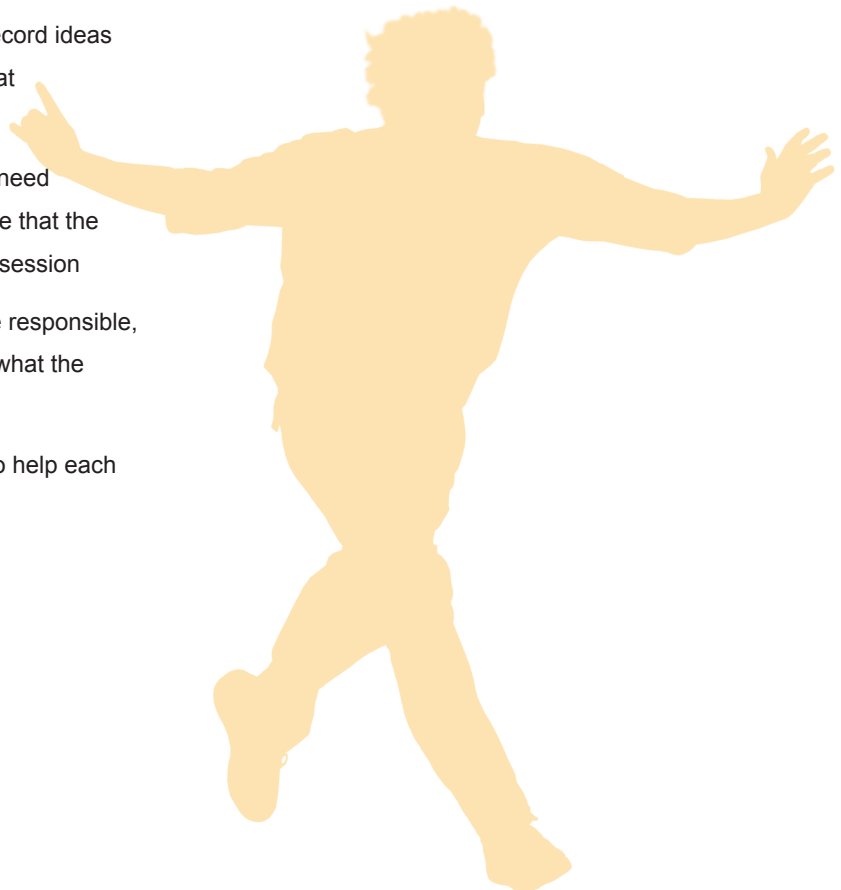
- What do you need to do to reach your objectives?
- What resources will you need - funding, volunteers, training, equipment, facilities?
- Who will be responsible for each activity and what will be the timeframe?

SESSION ACTIVITIES:

- You will work in small groups [4-6 per group] for this session
- Someone from your group should record ideas and report back to the whole group at the end of the session
- Your task is to identify what actions need to be taken to achieve each objective that the group decided upon in the previous session
- You also need to identify who will be responsible, what resources will be needed and what the timeline will be
- Try using worksheet 2 [see below] to help each group keep on track in this session

NB: Participants should pay attention to the resources that will be required to carry out the actions. They must remember to set realistic actions which the cricket club can afford to implement

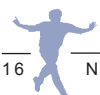
It will be necessary for the whole group to revisit the total cost of their plan at the end of the session and decide which are the most important objectives. In that way, if you do not have sufficient resources to implement your plans, they can be modified



Worksheet 2

Objective	Objective
<i>To double the number of junior cricketers registered in the club over the next five years</i>	<i>To ensure over the next three years that each of our cricket club teams has a qualified coach</i>
Action plan (what?)	Action plan (what?)
<ul style="list-style-type: none"> • Produce a promotional brochure outlining the benefits of the club • Coordinate with the local MILO Summer Squad to run MILO Cricket Skills Awareness Lessons in local primary schools and to distribute the brochures • Set up a MILO Have-A-Go Cricket Centre [Year 1] • Arrange with the local MILO Summer Squad to train your parents as MILO Have-A-Go Cricket coaches • Set up a MILO Kiwi Cricket Centre [Year 2] • Arrange with the local MILO Summer Squad to train your parents as MILO Kiwi Cricket coaches 	<ul style="list-style-type: none"> • Develop a plan for coaches and coaching within the cricket club • Encourage and fund club players and volunteers to attend coach education courses • Seek sponsorship/fundraising to set up a fund to employ coaches and implement a coordinated coaching programme • Appoint a coach for each team as funding allows: <ul style="list-style-type: none"> Year 1 - 2 teams with coaches Year 2 - 4 teams with coaches Year 3 - 6 teams with coaches • Provide each coach with a job description and require each to produce a structured coaching plan and end-of-season evaluation of their programme
Responsibility (Who?)	Responsibility (Who?)
Development Committee	Development Committee
Time frame (when?)	Time frame (when?)
<p>Year 1 produce brochure</p> <p>Year 1-5 MILO Summer Squad to visit local primary schools and recruit</p> <p>Year 1 set up a MILO Have-A-Go Cricket Centre</p> <p>Year 2 set up a MILO Kiwi Cricket Centre</p> <p>Year 1-5 MILO Summer Squad to train parents as coaches</p>	<p>Year 1-3 secure ongoing funding for coaching</p> <p>Year 1-3 ensure each team is allocated a coach</p>
Resources (\$) (How?)	Resources (\$) (How?)
<p>\$500 for brochure</p> <p>\$500 for extra MILO Kiwi Cricket gear</p> <p>User pays charge for players of \$20 for MILO Have-A-Go Cricket and \$15 for MILO Kiwi Cricket</p>	<p>\$9,000 which will allow \$1,500 to be paid to each team coach</p> <p>\$500 for club coaches to go to coach education courses</p>

NB: See Appendix 2 for a blank copy of Worksheet 2



Planning workshop session activities Continued..

Session 8:

WHERE TO NOW?

OBJECTIVES:

- To establish what needs to be done to finish writing the strategic plan before it can be implemented
- To conclude the workshop

DURATION: 15 minutes

SESSION ACTIVITIES:

- Tasks will be assigned to make sure the plan is written [use Appendix 3] and implemented
- The facilitators will conclude the workshop by asking participants for feedback on what they thought about the workshop and thanking them for their input on behalf of the cricket club

Completion and implementation of the strategic plan

- A draft of the plan will need to be written. This is most efficiently done by one or two individuals who using the notes made on the sheets of paper and worksheets accurately crafts the decisions made by the whole group into an acceptable plan
- The draft should then be circulated to the workshop participants and other key people in the cricket club for comment
- If any changes are necessary, these should be made before the final version of the plan is adopted by the cricket club management committee
- The plan should be publicised to cricket club members as it is important they know about the plan and what it means to them
- Once the plan is finalised it should become a working document and be used and reviewed regularly. The cricket club should:
 - Establish an annual operational plan
 - Check your progress often in relation to what is set out in your plan
 - Modify your plan if you find that it is not possible to achieve some of the goals and objectives you set yourselves
 - Set up a planning committee to monitor and review the plan each year, to check whether you have achieved this year's goals, to add another year to the plan, and to set up the operational plan for next year. Your cricket club should be constantly planning 3-5 years ahead

The annual operational plan

The final step in the strategic planning process is to turn your cricket club's long-term strategic plan into an annual **OPERATIONAL PLAN** [sometimes called a business plan]. This can simply be done by compiling a list of the cricket club's goals and their objectives together with the specific tasks from each of the action plans that need to be accomplished during the year covered by the operational plan. Each of the action plans specifies what, when, who and how the cricket club intends to go about achieving its objectives and meet each of its goals.

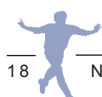
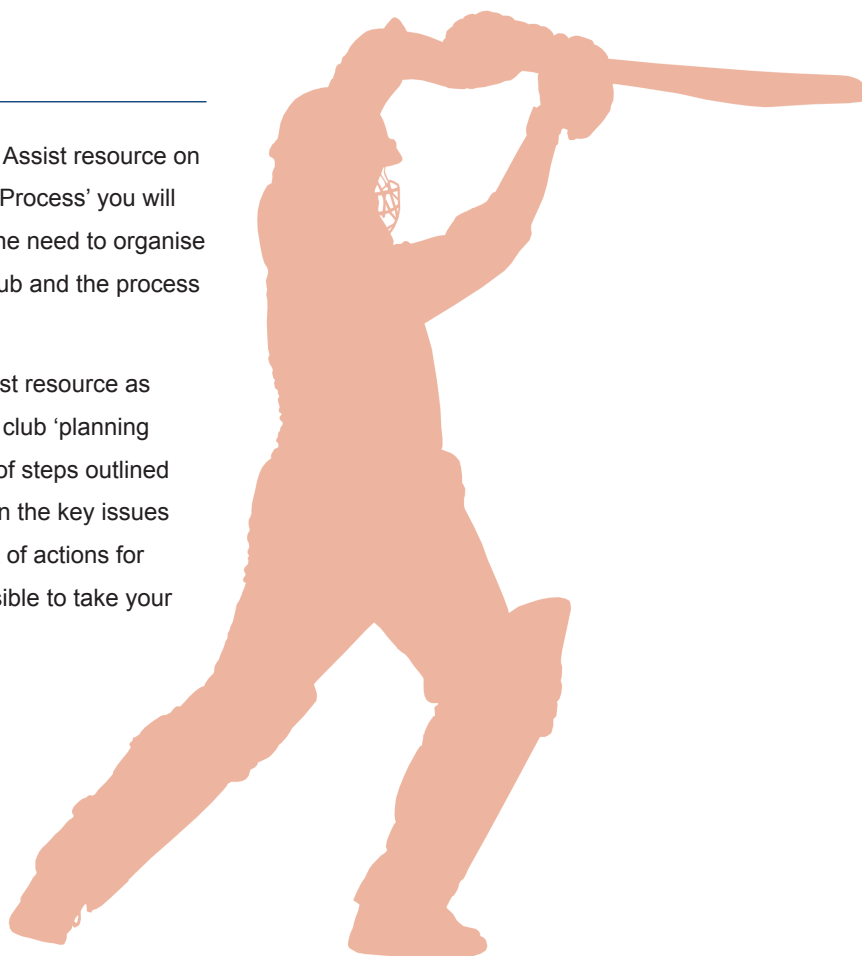
It is also worthwhile including in an operational plan a summary timeline listing the action plans and their associated tasks, with completion dates and who is responsible for completing each task.

Conclusion

Hopefully now you have read this Club Assist resource on 'Strategic Planning: The Plan And The Process' you will be committed and convinced on both the need to organise a planning workshop for your cricket club and the process involved.

Now it's up to you to use this Club Assist resource as a guide to conducting your own cricket club 'planning workshop'. By following the sequence of steps outlined your cricket club will be able to focus on the key issues facing it in the future and develop a set of actions for which all club members will be responsible to take your cricket club forward

All the best with your planning!



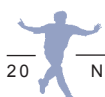
Appendix 1

Objective number	Objective statement	Priority (High, medium, low)
1		
2		
3		
4		
5		
6		



Appendix 2
Worksheet 2

Objective	Objective
Action plan (what?)	Action plan (what?)
Responsibility (Who?)	Responsibility (Who?)
Time frame (when?)	Time frame (when?)
Resources (\$) (How?)	Resources (\$) (How?)



_____ Cricket Club

Our Strategic Plan

200__ - 200__



Our Goals

Key Activity Area	Goal
	1.
	2.
	3.
	4.
	5.



Key Activity Area:			
Goal:			
Objective:			
Objective:			
Action Plan (What?)	Responsibility (Who?)	Timeframe (When?)	Resources (How?)

