

Generic Club Operational / Strategic Planning Template

On the Field - Sub committee

Strategies	Select	Tasks	Target	By When	Who.
Retention		Identify which players & coaches will be returning for next season		September	
		Perform end of season review / debrief with players & coaches.		September	
		Inform prospective players at the end of each season who may be in the mould for next seasons premier team (coach appointment depending)		September	
		Coaches to contact players during Post & Pre season		Oct – Mar	
		Club to capture contact details of members for communication purposes, particularly important with students returning home for holidays		October	
		Provide Post / Pre season training programmes, including list of pre-season games, if scheduled, for all players		October	
		Appoint team coaches and managers ASAP after club season finishes		November	
		Create & hold Coaching seminars for Players & Coaches during Pre Season, to generate interest & enhance skill base		Feb–Mar	
		Host Pre season social events for players & their families		Feb – Mar	
		Club to support coaches willing to up skill their knowledge		Feb – May	
		Committee to send regular communications to players & coaches informing them of up coming events		Feb – July	
		Provide additional support for injured players during season & possibly off season to make them feel a part of the club		Feb – Dec	
		Hold Player forums during the year		Feb – July	
		Ensure all members are aware of the committee and what their tasks and jobs are		Mar – May	
		Regularly meet with players to discuss strengths & weaknesses		Mar – July	
		Have a Player delegate on the Committee		March	
		Inform players of the clubs end of season function and generate support		May	
		Club to support and acknowledge players & coaches achieving rep honours		Jun – Aug	
	Recruitment		Empower current players to recruit new members to the club		Aug – Mar
		Contact Provincial Union re help in finding coaches		October	
		Obtain School leavers database from Provincial Union		October	
		Arrange an "Open day" at club for school leavers		October	
		Colts Coach & high profile players visit school at the end of season		October	
		Organise Pre Season trainer for trainings & player programmes		November	
		Identify all team requirements for next season include, resources, pre season, trainers etc.		November	
		Organise well structured & organised club trials & pre season games		Nov – Feb	
		New & potential players to meet with Coach ASAP		Nov – Feb	
		Use profile players during pre season training		Feb – Mar	
		Advertise pre season & trial dates in key community newspapers & radio		Feb – Mar	
	Create close links with local High School		Feb – July		

Strategies	Select	Tasks	Target	By When	Who.
		Organise Pre season social functions. Link in with trials & pre season games		February	
		Create promotional pamphlets highlighting 'Benefits of Club'. Think of uniqueness of club and its situation, not just rugby. (e.g. Hunting & fishing, skiing)		February	
		Contact new players attending pre season training		Feb – Mar	
		Take an interest in all players, especially new players to the club during pre-season and make them feel welcome		Feb – Mar	
		Promote "Bring your Mates" during pre-season training		Feb – Mar	
		Identify weaknesses on & off the field & provide corrections		Feb – July	
		Highlight successes of club in media and promotional pamphlets		Feb – Aug	
		Approach University Halls of Residence to invite players to the club		March	
		Capture all pre season attendee details		March	
		Identify opportunity for pre or post season game between club & school teams.		Mar & Aug	
		Identify opportunity for coaching or admin resource to assist High School		March	
		Club to put on low cost meal for players after trials & games		Mar – Aug	
		Register new players ASAP		April	
Development		Regularly assess status & quality of gear and its suitability to the age, size & ability of all participants		Sept – Apr	
		Distribute pre season training programmes		Oct – Feb	
		Future players are given exposure at higher levels e.g. pre season & socially		Feb – Mar	
		Regularly utilise Provincial Union coaching and player development resources		Feb – Oct	
		Consider and assist players off field requirements		Feb – Aug	
		Organise position specific clinics		Feb – Jul	
		Create mentor programme utilising ex players		Feb – Aug	
		Consider personal development programmes offered by regional sport organisations for coaches & players		Feb – Dec	
		Utilise the Provincial Union Club Resource Kit		Feb – Dec	
		Access NZRU internet websites (www.nzrugby.net.co.nz) for coaching material		March	
		Organise coaches to attend relevant Provincial Union coaching courses		March	
		Link Senior & Junior players & coaches in a mentor capacity		March	
		Provide regular feedback to players through player assessments		Mar – Jul	
Subscriptions		Establish individual & team based goals for the season and closely & regularly monitor the performance		Apr – Aug	
		Organise Senior players to attend Junior practices		Apr – Aug	
		Nominate players for representative teams		May	
		Amount of subscription and process of collection is communicated to all teams		March	
		Team Managers to let players know the importance of each subscription and its relationship to the operation of the club		March	
	Team Managers to collect player subscriptions		April		
	Non Financial members will not receive team uniform until subs are paid, players will not be eligible for 'player of day' awards or selection in rep teams		April		

Strategies	Select	Tasks	Target	By When	Who.
		Additional focus by committee to Identify & manage previous season non financial members involved in current season. These members will be less likely to pay current year subs.		April	
Schools Liaison		Appoint appropriate person to role of club / school liaison officer		October	
		Identify schools in area to liaise with		October	
		Obtain school leavers list from local high school or the Provincial Union if available		October	
		Write letters to school leavers about what the club has to offer		Oct – Nov	
		Meet with school leavers and promote club		Oct – Nov	
		Provide supervised work opportunities for students e.g. cleaning, painting, landscaping, labouring etc		Oct – Feb	
		Meet with school officials – build relationships		Oct – Feb	
		Organise an open day at the club for school leavers		November	
		Present annual awards at schools		November	
		Donate prizes, trophies etc to schools		November	
		Arrange pre season practice matches between schools and club teams		November	
		Provide fundraising opportunities on a shared basis		Feb – Aug	
		Arrange visits to schools by high profile club players		Mar – Jul	
		Send club newsletters / communication to schools		Mar – Aug	
		Provide coaches / managers for school teams		April	
		Invite school teams to club trainings		Apr – July	
		Allow schools to use club facilities / share facilities		Apr – Sept	
	Club coaches to assist with inter school matches, daily fitness, training programmes etc		May – Aug		
	Organise club coaches to attend school trainings		May – Aug		

Financial - Sub committee

Strategies	Select	Tasks	Target	By When	Who.
Funding applications		Create timeline for Gaming trust funding requirements i.e. apply for Team & medical kit in September, R&M in June etc		September	
		Proactively identify which trusts fund for what, then create a funding plan aligned to budget requirements		November	
		Inform Team management of the club's policy and procedures for applying to gaming trusts for funding		March	
		A letter or message of thanks to be sent to each trust that approves any funding application		Jan – Dec	
		Complete Audit requirements 3 months after every successful funding application		Jan – Dec	
Fundraising		Identify and implement fundraising opportunities by utilising sponsors, raffles, \$1 a point, \$100 club, race nights, club members, Provincial Union, Rebel Sport Super 14 franchise players, social committee etc		March	
		Club to provide opportunity and support for teams to host fundraising event at clubrooms		Mar – Sept	
Sponsorship		Formulate sponsorship plan to grow revenue by incorporating current sponsors / donators, club members (either self employed and or senior management) and local businesses. Additional consideration should be towards linking your sponsors and your membership base, this will help with subscription collection		November	
		Create & maintain sponsor management programme		February	
		Provide financial members with tangible access to sponsors e.g. a value based book where club members can get 10% discount if they buy at a sponsor's business		February	
		Committee to inform & align all coaches and managers with club's sponsors		April	
Management		All cost centre managers (Coaches, Managers, Bar Manager, Equipment & facilities & Social) to provide a resource wish list so items can be approved, budgeted and funded accordingly		October	
		Prepare an Annual Club budget identifying all possible Income & expenditure		November	
		Identify possible cost overruns and method of payment		Jan – Dec	
		Produce Month end and Year to Date reports for committee meeting		Jan – Dec	
		All expenditure to be approved by the Treasurer & Chairman		Jan – Dec	
		Regularly review (quarterly) performance to budget and realign accordingly (either cost reduction or obtain additional revenue)		Mar, Jun, Sept, Dec	
Subscriptions		Ensure the club has set subscriptions for the upcoming season		February	
		Club needs to identify and maintain an up to date list of honorary members		Feb – Mar	
		Treasurer to send invoice for subscription to honorary members		Feb – Mar	
		Sub committee to highlight importance of subscription payment to team managers		Feb–Mar	

Social - Sub Committee

Strategies	Select	Tasks	Target	By When	Who.
Bar		Work with local suppliers and breweries to create an appropriate product & pricing strategy to attract members and social patrons either on a one off or permanent basis		November	
		Utilise kitchen facilities to attract people to the club rooms e.g. budget meals for \$4		Jan – Dec	
		Create a set procedure for auditing bar accounts & stock levels that is agreed by the committee & bar manager		February	
		Set ground rules & responsibilities for all staff duties		February	
		Regular stock takes must be carried out to ensure that there is no shrinkage		Feb – Sept	
Hall Hire		Investigate use of clubrooms by other sports. E.g cricket in summer		August	
		Investigate upgrading fixtures & fittings to modernise the clubrooms		September	
		Create promotional pamphlets illustrating the venue and what it has to offer		February	
		Organise, manage & control external hireage & usage of club rooms		Jan – Dec	
		Distribute pamphlets to members to promote venue and placement in their appropriate businesses		Feb – Mar	
		Liaise with local body & local newspaper & radio regarding the promotion of the facilities as a venue for hire		Feb – Nov	
Touch		Create social calendar to grow incremental revenue		November	
		Organise & manage summer based touch competition		Sept – Mar	
Functions		Create an event calendar based off key dates and potential event clashes e.g. Test match, Rebel Sport Super 14 & Air New Zealand Cup/Division One fixtures, School & University exams & holidays		November	
		Plan key social events to attract members to the club		February	
		Create and implement fundraising opportunities		March	
		Create and provide entertainment options for all members		Mar – Aug	
Communication		Agree on the purpose of communication 'To sell the club & inform members of the upcoming activities'		November	
		Link with all committees to identify the upcoming events and inform members		November	
		Link with financial committee to enhance sponsor relations		November	
		Link with on the field committee to communicate pre season training & social functions schedule		November	
		Establish regular & frequent communication with members using various channels e.g. newsletters, advertising in local community & main newspapers & radio		Jan – Dec	
		Create and maintain club website, regularly update material to constantly refresh its image		Jan – Dec	
		Provide programmes for home games, link with financial committee to incorporate sponsors.		Apr – Aug	

Facilities & Equipment - Sub Committee

Strategies	Select	Tasks	Target	By When	Who.
R&M		Create maintenance plans for all aspects of the club including major rugby resources e.g. scrum machine & ground lights		September	
		Evaluate plans and link into annual budget process		November	
		Create communication channels between on the field committee to identify on going breakages or dangerous equipment		February	
		Create weekly action plans for all users of the facilities i.e. Managers to sweep out their own changing rooms		February	
		Create a centralised recording process where any issues can be detailed		February	
		A key person to regularly liaise with the local body grounds manager to manage what is best for the club and facilities		February	
		Ensure Building & facilities meet appropriate codes of compliance, Health & Safety & OSH requirements		March	
Purchasing		Create replacement plans for all aspects of the club – On & Off the field		September	
		Liaise with on the field committee to identify annual wish list requirements		September	
		Investigate major suppliers for up to date equipment		October	
		Deliver annual plans and costings to the financial committee to get sign off		October	
Development		Consider and investigate how can the club be in a better position than they currently are		September	
		Investigate other clubs to identify opportunities		October	
		Link with Social committee to enhance presentation of club rooms for functions & hall hireage		November	

Club Personnel - Sub Committee

Strategies	Select	Tasks	Target	By When	Who.
Development		Encourage networking with other codes to identify new practices or procedures		October	
		Use SPARC 'Running Sport' modules and NZRU resources for training		Feb – Dec	
		Use mentors for new position holders		Feb – Dec	
		Identify and use courses run by regional sports body as personal development for volunteers with club covering costs		Feb – Dec	
Retention		Recognise work completed		Jan – Dec	
		Ensure well structured meetings that meet the needs of the club		Jan – Dec	
		Ensure enjoyment factor is paramount		Jan – Dec	
		Constantly review work load		Feb – Dec	
		Regularly recognise family of position holder		Apr – Aug	
		Ensure appropriate resources are available to do the job		Apr – Sept	
		Acknowledge input of volunteers at the player of the day, end of year, prize giving functions		Apr – Sept	
Recruitment		Friday night / Saturday events & social events for administrators		Apr – Sept	
		Target senior players as prospective administrators		September	
		Create a Job description for all positions, using SPARC's 'running sport' modules and access NZRU internet websites (www.nzrugby.net.co.nz) resource library – club manual – job descriptions		September	
		Approach prospective administrators early (well before AGM) & explain requirements of position		September	
		Advertise positions early throughout the club & community utilising community print and radio media and PU Circular		October	
		Target university students for supporting administrator roles and sell the opportunity as experience for the future		October	
		Target age group parental supporters as possible administrators		October	
		Link in with other community sports groups		March	
		Appoint volunteer manager to look after volunteers		March	
Recognise & Reward		Extend member databases to include non playing members		April	
		Acknowledge input of volunteers at the player of the day, end of year, prize giving functions		Apr – Sept	
		Friday night / Saturday events & social events for administrators		Apr – Sept	
		Leverage any sponsorship benefits to volunteer contribution		Apr – Sept	
		Make available to volunteers passes to Rebel Sport Super 14 & Air New Zealand Cup/Division One matches		Feb – Oct	
	Club to acknowledge volunteers with thankyou letter.		September		