

<Insert Name>

# STRATEGIC PLAN

<Insert start year – insert end year>

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<Insert the club's contact details

Org Name  
Street address  
Postal address  
Website  
Email address  
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**Acknowledgement:**

<Insert a paragraph acknowledging the contributors to the development of the Strategic Plan>

**Document control:**

Key Milestones	Date Milestone Achieved	Signatories (two required)
Draft plan prepared		
Final plan formally adopted		
Annual review 1		
Annual review 2		
Annual review 3		
Annual review 4		

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## Current Situation

### Club Overview

<Instructional note: Insert a brief paragraph providing an overview of your club, providing information such as the club's mission statement (from constitution), years of operation, organisational structure, service area, types of activities provided, and previous strategic planning activities undertaken.>

### Club Status

<Instructional note: Provide a summary of the club's status as identified in the 'Health Check'. Identify areas you are doing well in and areas requiring improvement.>

### Key Achievements

<Instructional note It is important to celebrate the past achievements of your club. If you have had a Strategic Plan previously, list the key actions that were implemented from this plan. If you have not had a Strategic Plan previously, make a list of key achievements for your group in recent times, e.g., field lighting installed, role descriptions prepared for all committee members, establishment of a social classes for adults. >



## Key Issues to be Addressed

<Instructional note: Considering the results of your Health Check and your SWOT Analysis, you are now able to understand the key issues to be addressed in the Strategic Plan. To address these issues (internal weaknesses and external threats), it is important to consider the opportunities available either within the club (strengths) or external (opportunities).

Use the table on the next page to identify issues under a series of 'Development Categories'. These issues and opportunities will help to guide the vision, goals, objectives, and actions for the remainder of your Strategic Plan.

Below is an example of the types of issues and opportunities that could be included:>

Development Categories	Issues	Opportunities
Facilities and Equipment	Facilities are ageing and in poor condition.	Access state and local government funding to upgrade facilities.
Membership	Junior membership numbers are in decline.	A new school is opening nearby. There is potential to promote the group through the school.
Volunteer Management	The group constantly struggles to attract and retain volunteers.	Access the resources of Volunteering Queensland and Volunteers FNQ to enhance knowledge and networks.

## Issues and Opportunities

Development Categories	Issues	Opportunities
Administration and Finance		
Sustainability		
Strategic Planning		
Facilities and Equipment		
Membership		
Volunteer Management		
Activity Development		
Infrastructure Development		

# Strategic Direction

## Vision

<Instructional note: Based on the understanding you now have about the club’s current situation; think about the kind of group you want to become in the life of this plan.

Insert a statement which describes the overarching vision for your club for the life of this Strategic Plan. Eg “To develop Smithville Tennis Club into a safe and sustainable club that offers tennis participation opportunities to suit a diverse community.”>

## Goals

<Instructional note: Goals highlight a purpose for action. For this plan, identify goals for each of the Development Categories which will help guide the development of objectives and actions for each of these categories. This process ensures the issues identified by your research into the club’s current situation will be reflected in the directions proposed in the plan. Complete the table on the next page to identify a goal for each of the Development Categories.

Below is an example of goals:>

Development Categories	Goals
Administration and Finance	To demonstrate efficiency, effectiveness, and accountability in the administrative and financial management of the group
Sustainability	To manage the group in a way which ensure its viability into the future and limits the environmental impact
Volunteer Management	To create an environment which attracts, retains and values volunteers

<Instructional note: Insert a single goal for each Development Category. >

Development Categories	Goal
Administration and Finance	
Sustainability	
Strategic Planning	
Facilities and Equipment	
Membership	
Volunteer Management	
Activity Development	
Infrastructure Development	



## Action Plan

<Instructional note: The Action Plan will detail the tasks your group will need to complete to realise the vision and achieve its stated objectives and goals. Group actions within development categories and corresponding goals and objectives that have already been identified. Add and remove rows as needed. Use this Action Plan to guide your decision making and to track your Strategic Plan implementation progress.

Put an example on this action plan for each category, we have included an example under Administration and Finance >

Club Development Category	Goal	Objectives	Actions	Performance Indicators	Resources + Responsibility	Target Completion Date
<i>Category Area</i>	<i>Category area goal</i>	<i>Specific category area objectives</i>	<i>What action do you need to take?</i>	<i>How will you know if you have achieved this?</i>	<i>Responsible person, resources needed</i>	<i>When will it be completed?</i>
Administration & Finance	Example: To manage the group in a responsible, accountable, and sustainable manner to ensure its future viability	To demonstrate sound financial management	To prepare an annual budget	Budget is prepared and adopted annually	Treasurer, Executive committee	At the first committee meeting following the AGM
Sustainability						
Strategic Planning						
Facilities & Equipment						

Club Development Category	Goal	Objectives	Actions	Performance Indicators	Resources + Responsibility	Target Completion Date
<i>Category Area</i>	<i>Category area goal</i>	<i>Specific category area objectives</i>	<i>What action do you need to take?</i>	<i>How will you know if you have achieved this?</i>	<i>Responsible person, resources needed</i>	<i>When will it be completed?</i>
Membership						
Volunteer Management						
Activity Development						
Infrastructure Development						

## <Insert Club Name> Strategic Plan <insert years>: Summary

<Instructional note: Your club may wish to convert your full Strategic Plan into a concise summary to promote to your members and supporters. A shortened version may result in the Strategic Plan being more widely read and understood by those outside your committee. Simply copy and paste the information from previous sections of this document into the appropriate tables below and save as a separate 'Strategic Plan Summary' for distribution.>

<Insert Vision Statement>

Development Area	Goals
Administration and Finance	
Sustainability	
Strategic Planning	
Facilities and Equipment	
Membership	
Volunteer Management	
Activity Development	
Infrastructure Development	

### Administration and Finance <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

### Sustainability <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

### Strategic Planning <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

### Facilities and Equipment <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

Membership <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

Volunteer Management <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

Activity Development <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>

Infrastructure Development <Insert Objectives>

- <insert Actions>
- <insert Actions>
- <insert Actions>