

Club Development Plan 2012-15

What is a Club Development Plan?

A development plan is a short document that details your club's future ambitions and plans over a specific period of time, in this case three-years. It is a working document that should be easy to read and therefore should be kept clear, simple and concise.

By producing a development plan your club will benefit from:

- A clear direction for your club
- Identifying goals in specific areas
- Specific tasks for committee members to focus and achieve
- Your members understanding and supporting (through AGMs) the direction in which the club is going.

A further benefit is that often development plans can be used to tap into wider opportunities, for example:

- The plan can be used to keep local, regional and national partners informed of your aims, e.g. Sport England, your Local Authority and the RYA
- It can be used to demonstrate how your club is meeting the criteria of funding agencies and potential sponsors

How will they work?

Development plans should always be relevant to those that are trying to implement the stated outcomes so it is really important that the current committee have had a role in setting the aims and objectives of the plan.

To facilitate this you will be using a rolling three-year development plan, split into three stages. This will be updated by both outgoing and incoming committees, using the experience of the outgoing members with the enthusiasm and commitment of those that will actually be delivering the plan. This is shown graphically below:

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Stage 1: DP planned	Stage 2: Year 1	Stage Year 2	3: Year 3		
→		Stage 1: DP revised	Stage 2: Year 1	Stage Year 2	3: Year 3	
→		→	Stage 1: DP revised	Stage 2: Year 1	Stage Year 2	3: Year 3

Stage 1: Planning (Current Year)

The first stage should be undertaken after your AGM and consist of the outgoing and incoming committee members deciding on your developments for the coming three year period. Once the Development Plan has been implemented for the first year, Stage 1 will consist of future committees reviewing and revising the plans laid out by previous committees.

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Stage 2: Delivery (Year 1)

The second stage relates to your year on the committee when you will actually be delivering your objectives. You will need to work on your plan to try and deliver on your KPIs.

Stage 3: Future Developments (Years 2-3)

Unless you are on your committee for more than one year may not ever work on the aims listed in years 2-3, but this does not mean that they are not important and you do not need to be aware of them. An aspect of a Year 2 aim may be dependent on the work done in Year 1, e.g. a funding application planned for Year 2 might be dependant on hitting targets of Year 1. It will also be important to know your targets in case you are able to bring them forward because of early successes.

Deciding on your Objectives

Making sure your club is working to the right objectives is an important part of Stage 1, ensuring you are not wasting your time. To help you make sure your objectives are relevant, they will sit within 4 areas, linked to UBSport's 4 strategic aims:

- A. **Increasing Participation:** Increase participation in sport and active recreation amongst students, staff, alumni and the community.
- B. **Improving Performance:** Position the University of Birmingham to challenge the best in higher education sport in its academic class.
- C. **Development of Leadership through Sport:** To develop leadership and vocational skills through sport to enhance citizenship and employability.
- D. **Sustainable Business:** To ensure UBS's longer-term business sustainability and success through the application of robust management principles and processes.

By placing your goals in these areas we can make sure that you are linking into the aspects that UBSport value, while

Making your objectives count: SMART Goals

To help you reach your goals try using the acronym SMART:

- **Specific:** It is no use have a goal such as "get more members". That is not a specific enough target - are you looking for one extra member or are you looking for 30?
- **Measurable:** How are you going to measure your goal? It is easy if it is something like increase in members to a social event, but what if your goal is to improve offensive plays?
- **Achievable:** Don't aim to win the BUCS championships if you are in Midlands 2A. You aren't helping anyone by setting targets that you simply cannot reach.
- **Realistic:** While something may be achievable is it realistic? You could win a BUCS gold in the Outdoor Athletics High Jump final, but if your PB is 1.20m is it likely to happen?
- **Time-bound:** Having a goal set within a time scale helps to motivate and to complete in a certain period. Do you want your goal to stretch the season or just the first three weeks?

Some bad examples for you:

- "We are going to win BUCS in two seasons." It's time-bound and depending on the club it could be realistic but it too vague. How are you going to win BUCS? What is it that needs to change for you to win?
- "I want to increase attendance at socials." Great, but how? And by when?

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And some good examples:

- “By December 2012 we will have 50% of members attending BUCS Regionals.” Only the club can know if this is realistic, but, assuming it is, it is a SMART goal.
- “We will reduce the number of short corners conceded in term one by 10% by running extra defensive drills.” Ticks all the boxes.

For the purpose of the development plan, your measurables will be indicated in the KPI column, as detailed in the examples in each section.

Delivering your Objectives

Now that you have your goals it is important that you know how to deliver them as part of Stage 2. To do this you will need to make an **Action Plan**.

Each objective should have a set of targets – which describe how you are going to achieve it. By formulating these targets an action plan can then be developed, by answering the following questions:

- Target - What do you want to achieve?
- Action - How can it be achieved?
- Timescale - When will it be done?
- Who needs to be involved (and who takes lead responsibility?)
- Achievement/success – What will completion/success look like?
- What resources will be required: money, time, people and facilities, etc.

The template below provides a basis for answering these questions.

<i>Objective</i>	<i>Target</i>	<i>Year 1 Action</i>	<i>Responsible</i>	<i>Timescale</i>	<i>Achievement /Success</i>	<i>Resources</i>
Entering a 3 rd team into BUCS	Increase number of representative members and use as a feeder team.	Enter local league tournament	Secretary	August 2012	Consistent team turnout throughout the season.	NGB Support Club Development for transport

Using the above template will help you keep track of the progress and it will also help in holding members of the committee accountable if they are not doing their share of the work.

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Enter club name here



Your Plan

Under each of the sections enter your objectives with targets against each year, including what a successful objective would lead to, using the example below (and in each subsequent section) as a guide.

Objective	2012-13		2013-14		2014-15		What success should look like
	Target	KPI	Target	KPI	Target	KPI	
<i>B.O Enter a 3rd Team into BUCS</i>	<i>Enter one local tournaments</i>	<i>One development team entered</i>	<i>BUCS team entered on zero cost basis</i>	<i>One BUCS Team entered (self-funded)</i>	<i>BUCS Team entered (costs incorporated into budget)</i>	<i>One BUCS Team entered</i>	<i>Consistent team turnout throughout the season.</i>

Top Tips

- **Objectives:** Make them SMART and try to have at least one objective in each area and don't worry if you're not sure which area you should put them in – use your judgement.
- **Progression:** Although it is nice to always try and develop an objective in each subsequent year, it is perfectly acceptable for a later target to be the same as the previous year. For example, aiming to put two people through a Level 1 coaching course is realistic where increasing the attendance by 1 each year would not be.
- **Be creative:** Enjoy thinking what you could do with your club – what you're doing now could really make the difference between a good year and a great year!

Your Current Club Profile

Before you can plan for the future you need to have a good understanding of where you are now. Simply fill in the boxes below and then move on to deciding on your club's objectives over the next three years.

Members	
# of Sports Fair sign-ups	
# of fresher retained	
# of paid members	
# of non-student	
Male: female ratio	

Coach/Instructors	
Names of paid Coach/Instructors	
Names of voluntary Coach/Instructors	

Development	
# of minibus drivers	
# of first aiders	
# of officials (referees/umpires)	
# of committee members on volunteer schemes	
Risk Assessments: <i>Training? Playing? Social?</i>	

Development (continued)	
Current equipment inventory?	

Participation	
Beginners sessions offered? <i>Detail.</i>	
Try Sport programme?	
Intra-League programme?	

Performance	
# of scholars	
BUCS points	
# of BUCS comps entered? <i>List.</i>	
# of non-BUCS comps entered	
Notable results	
S&C sessions utilised? <i>Detail which sessions and #s.</i>	

Enter club name here

A. Increasing Participation

Increase participation in sport and active recreation amongst students, staff, alumni and the community.

Objective	2012-13		2013-14		2014-15		What success should look like
	Target	KPI	Target	KPI	Target	KPI	
A.0 Enter a 3 rd Team into BUCS	Enter one local tournaments	One development team entered	BUCS team entered on zero cost basis	One BUCS Team entered (self-funded)	BUCS Team entered (costs incorporated into budget)	One BUCS Team entered	
A.1							
A.2							
A.3							
A.4							
A.5							

Enter club name here

B. Improving Performance

Position the University of Birmingham to challenge the best in higher education sport in its academic class.

Objective	2012-13		2013-14		2014-15		What success should look like
	Target	KPI	Target	KPI	Target	KPI	
<i>B.0 Reduce injury rate over a BUCS season</i>	<i>Attend generic S&C sessions</i>	<i>1st team attendance; 5 fewer injuries</i>	<i>Specific S&C sessions written by HPC for 1st team</i>	<i>1st team attendance; 5 fewer injuries</i>	<i>Continued specific S&C sessions written by HPC for 1st team</i>	<i>1st team attendance; 5 fewer injuries</i>	
B.1							
B.2							
B.3							
B.4							
B.5							

Enter club name here

C. Development of Leadership through Sport

To develop leadership and vocational skills through sport to enhance citizenship and employability.

Objective	2012-13		2013-14		2014-15		What success should look like
	Target	KPI	Target	KPI	Target	KPI	
<i>C.0 Create new Alumni Officer</i>	<i>Create Job Description & elect role at AGM</i>	<i>JD produced; role ratified & elected at AGM</i>	<i>Role established & one event created</i>	<i>Set up of: Facebook page, mailing list & regular emails sent; 20 alumni at event</i>	<i>Formal link with Alumni Day</i>	<i>Alumni Day event incorporated</i>	
C.1							
C.2							
C.3							
C.4							
C.5							

Enter club name here

D. Sustainable Business

To ensure UBS's longer-term business sustainability and success through the application of robust management principles and processes.

Objective	2012-13		2013-14		2014-15		What success should look like
	Target	KPI	Target	KPI	Target	KPI	
<i>D.0 Improve standing in local community by hosting a regional-level tournament</i>	<i>Appoint community officer</i>	<i>JD produced; role ratified & elected at EGM</i>	<i>Club volunteers to help run regional event to give experience</i>	<i>10 x volunteers</i>	<i>Host regional event</i>	<i>Event hosted with 20 x club volunteers</i>	
D.1							
D.2							
D.3							
D.4							
D.5							

<i>Enter club name here</i>

Committee Signatures

By signing below you agree that your objectives have been considered and approved by both outgoing and incoming committees as an accurate representation of what you aim to achieve.

Outgoing Committee	Print Name	Signature
Club Captain		
Secretary		
Treasurer		
Social Secretary		
Other		

Incoming Committee	Print Name	Signature
Club Captain		
Secretary		
Treasurer		
Social Secretary		
Other		