

MEETING OF THE BLACK STUMP SOCCER CLUB

SEMINAR on STRATEGIC PLANNING



Meeting was held on <INSERT DATE>.
It was conducted at <INSERT VENUE> and commenced at <INSERT TIME>.

Meeting #1 – Position Analysis, SWOT

Foreword

This document contains a transcript of the points raised by attendees at the first strategic planning meeting. The transcript was an attempt to capture as much of the conversation as possible and was taken at high speed on a laptop computer.

All readers are invited to comment on this document and to make suggestions for changes, additions and deletions so as to improve the accuracy and effectiveness of this document.

Please send any comment or suggestions to <INSERT NAME AND CONTACT DETAILS OF INDEPENDENT FACILITATOR>.

Summary

Black Stump Soccer Club (BSSC) is a club going through significant change and the purpose of this strategic planning exercise is set parameters of this change that will be agreeable to the majority of members.

Some of the more notable comments by persons present at the meeting about the extent of change occurring are as follows:

- BSSC has a very strong player base at the U6-U8 level
- BSSC is a nursery of players for **other** clubs. Better players tend to leave to go to more high profile clubs in search of better coaching.
- BSSC has moved from being a big fish in a small pond (Smallville League) to being a small fish in a big pond (Majortown League) {Smallville and Majortown are fictitious soccer leagues!}
- BSSC has ambition to go to a higher level
- The new position of Technical Director is a key step in the change process
- The creation of the BSSC Technical Director position has led to the implementation of a structure to improve the standard of football.
- It is highly desirable that the new direction of the club provides benefits to players at all levels of ability.
- Hitherto, the club has been a friendly family-oriented environment and this must not be lost in the process of change.
- The profile of the club in the community could be improved
- The club needs to adopt a more business-like approach. This is not about deriving money from pokies and alcohol like some clubs but more about good business practises such as planning, policy development, budgeting and training of human resources. The club leadership needs to be more proactive and less reactive.
- Solving issues to do with the extent of volunteering within the club is a critical objective. It is necessary to consider what incentives can be provided to create an environment where more people will want to volunteer.
- Success in achieving the change desired (the end process of strategic planning) will be dependant upon strong leadership within the club.

Transcript of Meeting

Part A: How are we going?

6:15pm session commenced

What do you think about the club? Why do you invest time and effort to the club?
What brings you to this club?

Strengths

- Friendship, mates, friendly club,
- The club values members of all ages
- Newsletter
- Groups within the club have opportunity to know what's going on in the club
- Communication is improving in the club
- Nice environment, pleasant, good outlook, parking great,
- Players same school / community
- Change in focus from Smallville League to the Majortown League.
- Club in change period
- Loyalty matters and there is a need to keep it
- Ambition to go to another level
- High profile Smallville League club to a low profile in the Majortown league.
- Improving quality of coaching
- Programs are in place for coaching
- Coaches - Supported by director of coaching
- Implemented a technical director
- Under 11 age group – two strong squads
- Sufficient space fields
- Club has ambition

Weaknesses

- Juniors and seniors too far apart
- Woman's football need more support
- Not a lot of participation for woman
- Need more space
- No long tradition
- Not many players going through all the way to seniors, i.e. under 6 to senior team at same club
- Difficulty keeping players 12+ because players moving on for better coaching
- Other sports are threats
- Low profile club/want a better reputation
- Got to win/want to change image
- Development
- Players that want to progress leave the club to pursue better coaching and playing
- BSSC is a nursery for players, the club has large numbers of U6-U8
- Haven't capitalised on player development and pathways
- Lack of infrastructure
- Losing to many players to other clubs
- Consistency with coaching
- No coach for a team – shock
- Expectations – didn't want to coach, volunteer issues
- It's a lucky dip for U6-U8 as to whether they will get a coach with appropriate knowledge and skills
- Lack of qualifications of coaches
- Lack of knowledge given to coaches
- No support for coaches
- Need to give incentives for senior players to coach
- Coaches – non existent
- Don't need pressure on Rooball
- Lack of players for all skill levels
- A team, B team
- Fathers as coaches
- Club feels compelled to create excellence for the club
- Program for all ages, abilities
- Communication
- Limiting Factors - Not best fields, field allocation, costs,
- Volunteers come from over 35
- Volunteer number low
- Leadership of committee
- Not enough people on committee, no one helping out, committee stretched, communication doesn't filter through
- Minimal rewards for volunteering except criticism
- Involve more of the players in the general community
- Not getting into people's faces, asking people to help the club, target right people
- Holes in the system
- Leadership issue, need better leadership, bottom makes decisions at committee level
- Problems delegating, people taking too much work on and just volunteering.
- Funds are limited
- The fee structure of the club is a determining factor
- Setting fees according to what people expect
- Need to look at competitors in setting fees
- Competing with clubs that already have coaches and programs set out and are charging the same amount of money for registration
- Different levels of commitment among coaches
- Culture within the club is a limiting factor
- How do you address culture? How do you change club culture?
- Casualness of participants
- Children are dropped off by parents who are busy

7:30 – What sort of club are we?

- Ambition to progress
- Social
- Established
- Changing
- Good junior base
- Family club
- Inclusive
- Good location
- Good neighbourhood

Part B: Where do we want to go? What are our opportunities?

7:50pm session commenced

- Experience
- Raising profile
- Think more as a business
- Keeping customers happy
- Sustainable
- Need more money
- Facilities
- Need reputation
- Keep customers happy, they will keep paying for extra
- User pays as one
- More money, more facilities, happier customers
- Identify what our customers want, tell them what it's going to cost them
- Annerley Football club decided to become a family orientated club, not competitive
- Other clubs gain from those family orientated club
- BSSC want to be a football club and make it competitive/benefits
- Offer something that they don't offer anywhere else
- Talent Identification, from under 11's on. Skill development squad. Get extra money and cost.
- Some clubs are only for talented athletes
- Advertising earlier, at schools, website,
- Sponsorship
- Not enough time to create good advertisement
- Summer competition to recruit more players
- Long-term goals for organisation?
- Best possible facility for a family orientated club
- Environment where you have successful teams
- Running it like a business
- Develop policy can procedure
- Opportunity, incentive schemes
- Need structure, need to be business like
- To be successful, the club needs to run like business
- Need more professionalism
- Need more guidelines
- Business orientated requires a good budget. Need to be able to raise the funds needed
- Very reactive to things not proactive
- Need good leadership
- Clubs rely on certain individuals
- No process or procedures
- Need perpetual improvement schemes
- Determine where we can improve
- Culture – tap into under 8's, long term how you can get them involved more in the club
- Need under 6/7 induction night where a presentation about the club is going to happen. The club saying we "want you for the next 20 years", and "we need you and your help"
- Need a succession plan
- Need to win hearts and minds of parents. Building loyalty.
- Subcommittee structures
- Junior football, one person had to volunteer to be in charge for canteen. Use that idea for volunteering etc.
- Induction night, this is how it works, fee structure, non sport levy, need to be specific
- Extend volunteers
- Working bees
- Need for professionalism
- Plan further ahead, strategically put processes in
- Short term, long term

Risks, problems and Threats!

Why doesn't it happen here? How can you be sure you're going to succeed?

- Eliminate politics within the club
- Being open and honest
- A main risk is to fail to live up to what you said what you're going to do?
- Need some sort of process that will give you a fair chance of success
- Need an action plan with a timeframe
- Need strong leadership
- Everyone needs to have realistic expectations
- People take things for granted, and no one really cares
- There is a need to ensure there is good communication with members about plans.
- Members need to see and believe things are moving on.
- A levy on people who don't volunteer is a possible strategy
- Fundraising is a desperate measure
- Time is money
- Members have skills they can offer
- Volunteers – 25 volunteers in each age group from 6 – 9.
- Not knowing what the club wants them to do is a barrier to volunteering.
- What are we going to do differently to ensure success?
- Need innovation

- Solve issues with volunteers, money, infrastructure
- Strategies only work if you have people to make them work
- Need personnel to achieve key performance indicators
- Give targets for people to aim for
- Give people clear responsibilities and tasks
- Need to delegate to someone...
- Structure within the club needs to be clear
- Have an excess of volunteers in the younger age groups
- Communication – have to give volunteers plenty of time
- What did Loganholme do to become successful? They changed leadership, became very focused, and did a strategic plan.
- Need to demonstrate to the membership what the club has achieved
- The relationship with Gotham City Council needs to be carefully nurtured
- Other codes, being more successful
- School sport is a threat, clashes with Saturday matches
- Stupidity of Majortown League in not avoiding clashes with school sport
- Knowing your customer
- Private schools sport, big problem
- Junior/senior team
- No connection between senior and junior team
- Junior players need to aspire to play senior level
- Junior teams to play on field during half time of the senior game (opportunity)
- What would it take to get more senior players to start coaching
- Community spirit is an opportunity