# DEVELOPMENT PLANNING – HOW TO

WHAT

A development plan is essentially a business plan for your club. It identifies your club's vision for the future, its aims and the ways in which the club hopes to achieve them. It is a short, working document that should be easy to read and therefore should be kept clear and simple. It doesn't have to be complicated but at the end of each year (as part of your handover) it is always good to reflect on the positives, negatives and 'could have dones' of the season and then think about what you want to do differently next year. Sport Brighton are always happy to help with this!

WHO

Club development is the responsibility of all members but, in terms of leading it, it is the committee who should be thinking about and designing this in partnership with Sport Brighton/your coaches.

WHY

Having a development plan will help ensure that the club continues to answer the needs of its members and provide them with the best access to sport possible. The ‘Plan, Do, Review’ model will make sure your offer stays relevant and appealing to new and current members alike. It may be focused at increasing participation, maintaining athletes, maximising performance, raising profile or any number of things, but work on all of these will indirectly affect the others. For example raising your profile will help you attract sponsors which will help you access more opportunities to compete which will help retain members.

WHEN

Development planning should happen at the end of the season as before the next, we suggest that this happens as part of handover so the old committee can help and you have the whole Summer to work on projects that you need up and running in September (ie. Sponsorship, moving training to a more accessible time, planning freshers…).

HOW

Development plans do not have to be complicated (it is actually better if they are clearer) but some will be more successful than others based on how much thought has been put in. If you get stuck just contact us, we are here to help and there is a filled in example for guidance and a template on this Toolkit! You can adapt the template and the heading as much as you need for it to work for club or create your own.

The aim is the overarching aim for the club next year, this is normally routed in an area you would like to improve going forward.

The rest of the document basically breaks down how you are going to achieve this big aim. In the template, club development is broken down into 4 keys areas and a section for any last bits that are left over. These areas are:

• Recruitment/Player Development

• Playing Opportunities (BUCS + Other)

• Workforce Development (Volunteering, Coaching and Refereeing)

• Positive Culture Change

Again for each of these areas you need to pick an aim, you will notice on the example plan I have filled some of this out already as if I were President of the Men’s Rugby Club. Next to the ‘mini’ aim is an actions column, this details jobs that need to be done in order to realise the goal of that section.

This job list is broken down into the people that are responsible for them but they will all link up in the end, so if one of the club’s jobs is to create social media accounts and engaging content, one of Sport Brighton’s jobs may be to share and dissipate that info to a wider audience for you. Filling in the due date of jobs and the project spend will help you in planning.

The idea of the whole plan is that if you do each of the little jobs you will achieve the aim of that area and if you achieve the area aims you will achieve your main aim. Now this document doesn’t have to be set in stone, we can adapt it and try new things over the course of the year, but filling it in is an important thought exercise and way of holding everyone involved in the development to account.

An objective that contains a KPI (Key Performance Indicators) and a SMART Aim (Specific, Measurable, Achievable, Relevant and Time bound) is much more likely to actually be realised than its vague counterpart. Often it is just a case of re-wording an aim you already have. For example if one of your jobs is to recruit at Fresher’s fair, put a number on it and say that you want 50 people to attend your first session or that you want a certain % of signups to attend. KPIs/SMART goals make it is easier for us to support the club’s development and will help you reflect on and adapt to your aims at the check-in points throughout the season.

FINAL TIPS

* **Use Sport Brighton:** We are always happy to help and advice on anything so feel free to contact us about development planning, especially if you are giving us actions!
* **Keeping checking in:** This is a working document so you will need to keep referring to it and updating it through-out the year. By checking in you create milestones that will help reflection in the end and act as red flags if you aren’t on target!
* **Communicate with other clubs:** You may spend ages looking for a solution when another club has already fixed it, other club members are one of the biggest resources you have access to so use them!