

# STRATEGIC PLANNING QUESTIONNAIRE

COMMUNITY	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Are you happy with your club's standing within the community?						
Are you happy with the number of people from the community who come to watch competition?						
Are you happy with the number of people from the community who attend your events & functions?						
Do you have a partnership with local schools?						
Does your club have a good relationship with the governing association, state and national bodies?						
Do you have a strong working relationship with local councillors, state, territory and federal members of parliament?						
Do you have a strong working relationship with local government department?						
Do you get enough sponsorship support from local businesses?						
Has your club built partnerships with other local community organisations and ambassadors?						

COMPETITION PERFORMANCE	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Is your club's performance in competition consistently of an acceptable standard?						
Do you have a sufficient amount of competition participants at your club?						
Are your players and competitors happy?						
Does your club regularly produce coaches, players and competitors who enter higher competition level pathways in your sport?						
Does your club retain relationships with its coaches, players and competitors who are participating at a higher level?						
Do your club's higher competition level participants come back to your club when they return to local sport?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013

# STRATEGIC PLANNING QUESTIONNAIRE

COMPETITION PERFORMANCE	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Do your coaches have the right experience, knowledge, accreditations and qualifications required to maximise development of players and competitors?						
Do you have an effective coaching structure?						
Are your coaches happy?						
Are your clubs' training sessions held at an acceptable standard?						
Are you satisfied with the level of development of your coaches?						
Do you have adequate coaching resources focused on the development of your young athletes?						
Do your coaches and athletes have access to all necessary equipment to maximise the development of your teams and individuals?						
Are your facilities satisfactory for your clubs level of competition?						
Will your facilities meet the participation growth needs of your club in the future?						
Do you have a maintenance strategy for your playing facilities?						
Are your change rooms suitable for players, coaches and officials?						
Are there clear pathways for athletes from your club to go on to a higher level?						
Is there a clear pathway for new recruits to your club?						
If you are a senior club, are enough juniors successfully making the transition to the senior club?						
Is your club effective at recruiting players and competitors?						
Does your club offer enough incentives to attract new participants?						
Does your club retain most of its athletes from year to year?						
Are you retaining your recruits for more than just a year?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013

# STRATEGIC PLANNING QUESTIONNAIRE

CULTURE	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Does your club have a positive and respectful culture?						
Is there mutual respect between the club, the players and volunteers?						
Does your club members use alcohol responsibly or is there a culture of binge drinking?						
Are your athletes good role models for young kids coming into your club?						
Are your players and competitors active supporters of the club?						
Do all of your members, players and supporters feel a strong sense of belonging to the club?						
Do athletes and supporters enjoy being around the club?						
Does the profile of your members, supporters players and competitors reflect the nationalities of the community it represents?						
Does your club create opportunities for people from low-income and disadvantaged backgrounds to become involved?						
Does your club create opportunities for people with a disability to become involved?						
Does your club create opportunities for families to become involved?						
Does your club have suitable member protection policies in place (eg. anti bullying, harrassment and discrimination)?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013

# STRATEGIC PLANNING QUESTIONNAIRE

MANAGERIAL PERFORMANCE	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Does the performance of the committee continually meet the needs of your club and its members?						
Does your club have clearly defined purpose and objectives?						
Are your purpose and objectives regularly communicated to and understood by key stakeholders?						
Does your committee regularly review progress towards achieving your strategic objectives?						
Does your club have clearly defined budget cashflow projections?						
Are your budget and cashflow projections regularly communicated to and understood by key stakeholders?						
Does your committee regularly review progress towards achieving your budget and cashflow projections?						
Does your club have clearly defined risk management plan?						
Is your risk management plan regularly communicated to and understood by key stakeholders?						
Does your committee regularly review progress towards achieving your risk management plan?						
Are there position descriptions for each role within the club clearly defined with due dates and expectations?						
Is everyone at your club clear about their individual roles and responsibilities and decision making authority?						
Does your club comply with all legislative obligations?						
Does your club have all necessary precautions in place to ensure the safety of your athletes, coaches, officials and supporters?						
Does your club have successful operational and management performance?						
Does your club have cash management and accounting controls (reduce the risk of theft)?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013

# STRATEGIC PLANNING QUESTIONNAIRE

VOLUNTEERS	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Do you have enough volunteers at your club?						
Are your club's volunteers adequately empowered through training and support?						
Are your volunteers happy?						
Does your club retain its volunteers from year to year?						
Are you happy with the quality, skill and performance of your volunteers?						
Are you satisfied with the standard of volunteer development and succession planning?						
Do your volunteers receive adequate recognition for their contribution to your club?						

REVENUE	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Is your club financially sustainable now and into the future?						
Does your club generate sufficient levels of revenue to achieve its operational and strategic goals?						
Does your club maximise its revenue from sponsorship?						
Does your club maximise its revenue from competition day attendance?						
Does your club maximise its revenue from food and drink sales?						
Does your club maximise its revenue from club merchandise?						
Does your club maximise its revenue from social functions?						
Does your club maximise its revenue from raffles?						
Does your club maximise its revenue from fundraising events?						
Does your club maximise its revenue from membership?						
Does your club maximise its revenue from grants?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013

# STRATEGIC PLANNING QUESTIONNAIRE

SOCIAL	Yes / No	Future Focus?	Operational?	Long Term/ Strategic	Strategic Objective?	Define Objective
Does your club meet the social needs of its stakeholders and the wider community?						
Do your facilities meet the social needs of your club?						
Do your facilities meet the needs of all community participants (eg. People with a disability, families with children and new borns, different nationalities)?						
Do you have a maintenance strategy for your social facilities?						
Does your club sufficiently honour, acknowledge and retain its history (past players, coaches, leagues etc.)?						
Do you clearly understand who your stakeholders are?						
Does your club successfully communicate with all of its stakeholders?						
Does your club have the contact details of all its stakeholders?						
Does your club get its share of media support (Local Papers, Radio, TV etc.)?						
Are all your members made aware of key dates and events relating to your club throughout the year?						
Does your club use Facebook?						
Does your club use Twitter?						
Does your clubs social media usage assist in attracting sponsorship, membership and support of your clubs social activities?						
Do you use the internet to increase the exposure of the club (websites, social media etc.)?						



**Future Focus?** - Is future focus required? **Operational?** - Is the focus required operational (ie. part of the day to day activities of your club)?  
**Long Term/Strategic?** - Is the focus required longer term or strategic? **Strategic Objective?** - Does this create a strategic objective for your club?

This Strategic Planning Questionnaire is general in nature and does not consider the unique circumstances of your club so is unlikely to identify all areas your club may be exposed to.

© Sports Community 2013