



Club Planning Guide for Clubs

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USING THE CLUB PLANNING GUIDE FOR CLUBS

This Club Planning Guide for Clubs is designed to provide Clubs with the most basic information required to produce a three-year Club Development Plan. The Club Planning Guide for Clubs should be used by a Club to understand the complete Club planning process; and to be a point of reference for a Club as it progresses through that process. A Club can choose to go through it in order, step-by-step, or jump in and out of the different sections, accessing information as and when required.

Formatting

Phases of the Club Planning Programme

Any reference to a Phase of the Club Planning Programme will be in FULL CAPITALS, **bold** and the **colour** associated with that phase of the Programme.

Planning Steps

Any reference to a Planning Step of the Club Planning Programme will be in *italics* and the **colour** associated with that phase of the Programme.

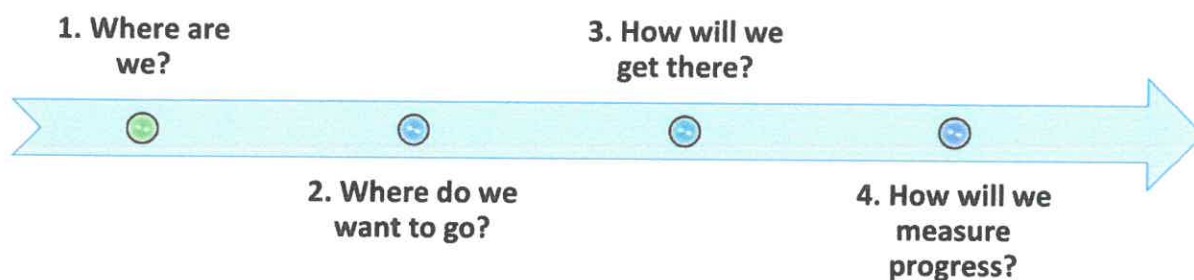
Information Point



This icon indicates an information point or note relating to the Club Planning Programme

INTRODUCTION TO THE CLUB PLANNING PROGRAMME

The Club Planning Programme aims to provide GAA Clubs with a step-by-step approach to developing a Club Development Plan. The Programme features practical tools and resources, based on best practice in a planning context, and involves the support of a trained Club Planning Facilitator to guide a Club through the process, facilitating the discussions required to produce the best possible Club Plan. Each Club that engages in the Programme will address these four questions:



Since 2008, the official GAA Club Planning Programme has helped approximately 1,000 Clubs develop a Club Plan and gain various benefits. Planning helps a Club to:

- Reflect on why it exists, what it aspires to be and what it believes in
- Decide on the areas of activity that it wants to or needs to focus on
- Agree on the key projects that it will pursue
- Devise a practical Club Development Plan for carrying out these projects

In addition, engaging in the Club Planning Programme will encourage more people to get involved with volunteering and ensure that the Club is using its resources as best as possible.

THE CLUB PLANNING PROGRAMME STRUCTURES

The Club Planning Programme is delivered through a combined effort of all units of the Association from Club, through to Central Council. Known as the Club Planning Programme Coordination Group, and specific to each Club, County and Province. The most important element of the Club Planning Programme coordination Group is that which involves and engages with the Clubs and the wider membership of the Association namely the Club Plan Facilitator, who when working with the specific Club Plan Steering Committees, forms part of the Club Planning Team, as illustrated in the diagram below.

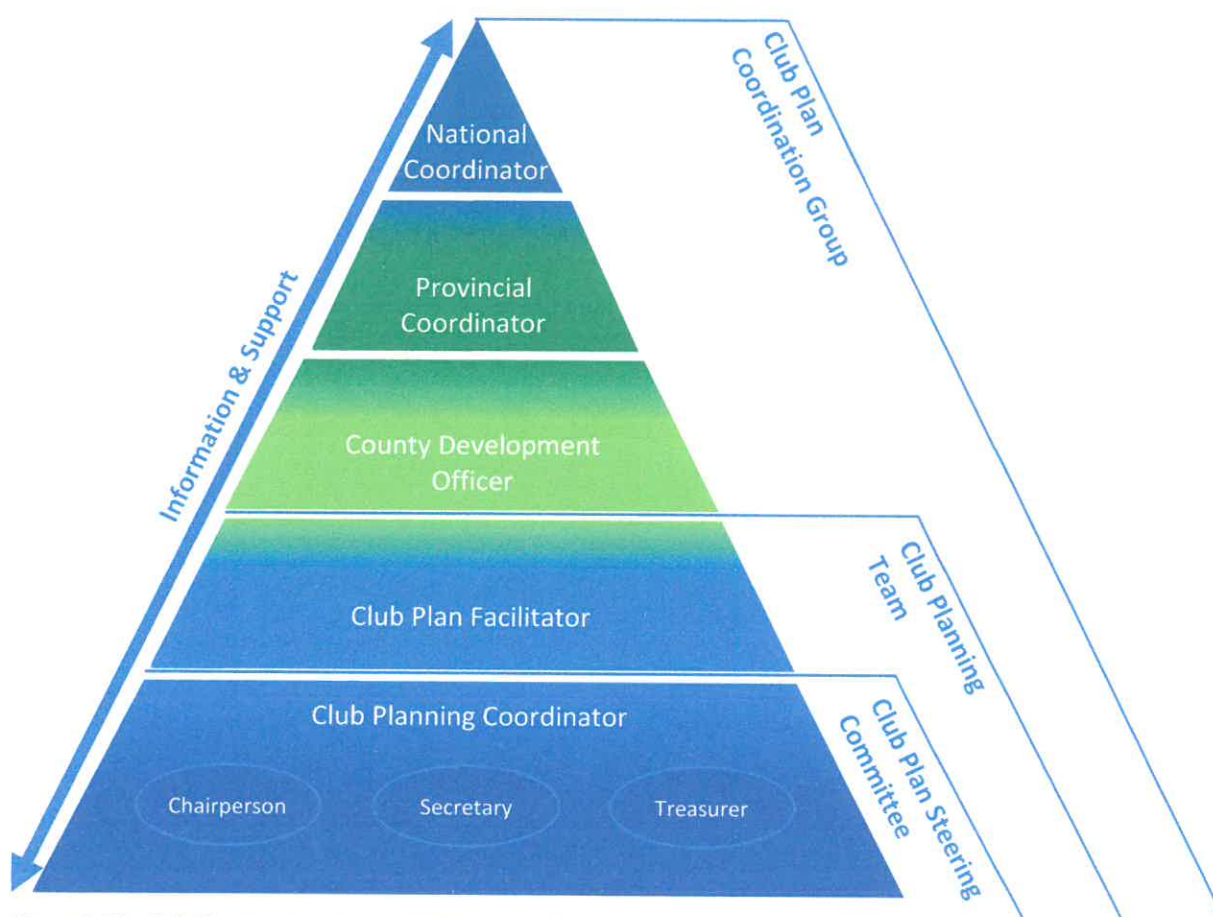


Figure 1: The Club Planning Programme management structure

THE CLUB PLANNING PROCESS

The process designed to support Clubs through the creation of a Club Development Plan follows a best-practice approach to devising and implementing a Club Plan.

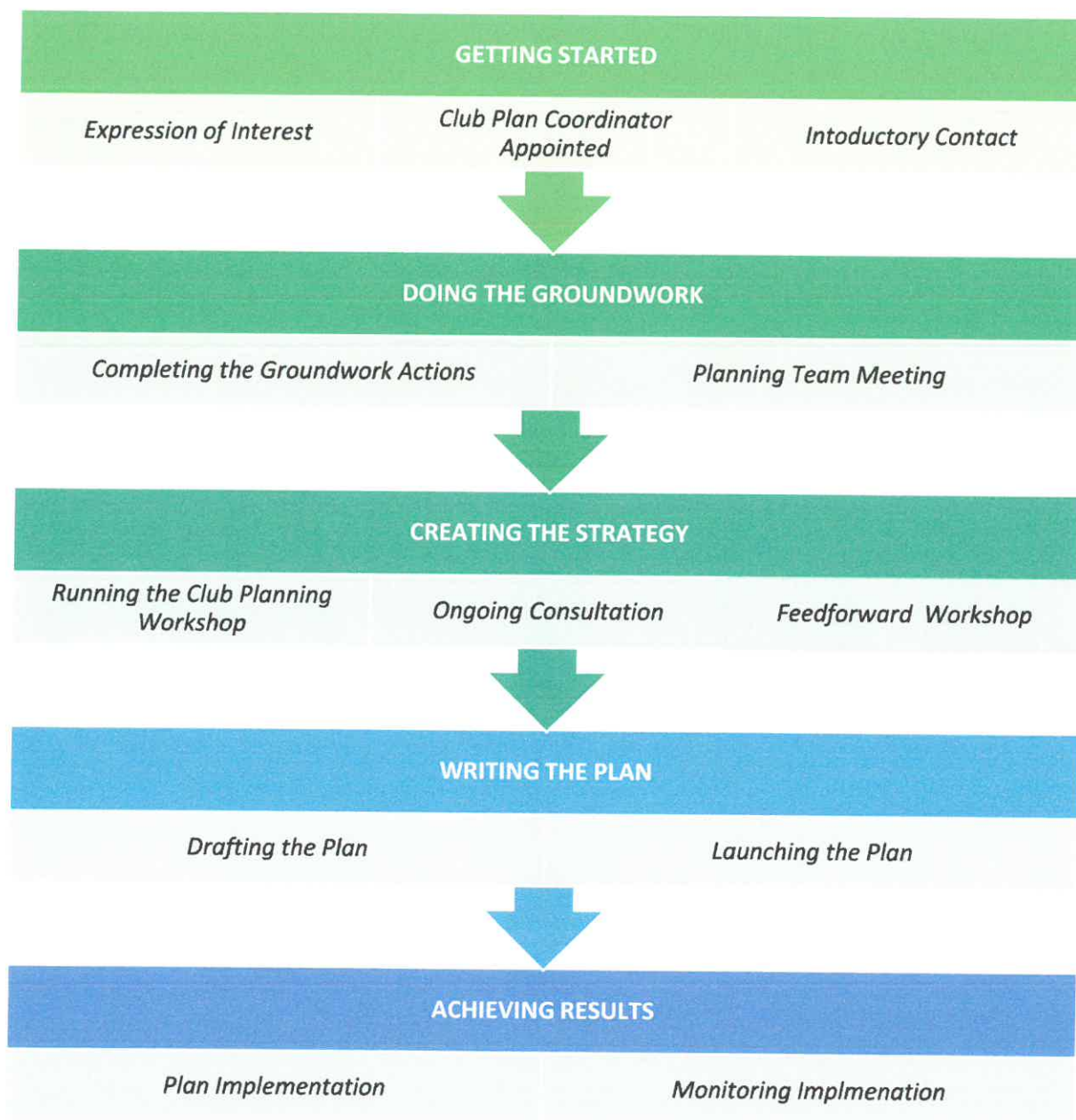


Figure 2: Overview of the process for creating Club Development Plans

As illustrated above, the Club Planning process is 12-steps spanning five different phases. A Club should be able to complete each one of these steps within six weeks and should aim to take no more than 12 weeks once the process has started, however no time-limit is placed upon a Club and it will be allowed to work at its own capacity and based on its own needs. The following table provides further detail around the phases and steps of the Club Planning process.

GETTING STARTED

Step 1: Expression of Interest

The method by which a Club indicates their interest in the Club Planning Programme.

Step 2: Club Plan Coordinator Appointed

A Club appoints the person responsible for coordinating Club Planning at the Club level.

Step 3: Introductory Contact

The first contact between the appointed Club Planning Facilitator and the Club Plan Coordinator.

DOING THE GROUNDWORK

Step 4: Completing the Ground Work Actions

The preparatory actions a Club should complete before meeting the Club Planner.

Step 5: Planning Team Meeting

The first meeting between a Club Planning Facilitator and a Club.

CREATING THE STRATEGY

Step 6: Running the Club Planning Workshop

The main way in which a Club will consult with its members and the wider community.

Step 7: Ongoing Consultation

Completed after the Workshop with a view to getting additional information to inform the plan as well as ensuring there is collaboration between Focus Groups through the Focus Group Forum.

Step 8: Feedforward Workshop (Optional):

Feedback from the ongoing consultation is compiled and assists in the design of a draft plan.

WRITING THE PLAN

Step 9: Drafting the Plan

The drafting of the Club Development Plan, including an internal and external review.

Step 10: Launching the Plan

The release of the final Club Development Plan to the Members and wider public.

ACHIEVING RESULTS

Step 11: Plan Implementation

The first steps towards achieving results, turning a Plan into a living, impactful document.

Step 12: Monitoring Implementation

Done throughout the implementation of a Club Development Plan, monitoring a plan ensures progress is steady and the plans remains relevant.

Table 1: Summary explanation of each step of the Club planning process

CREATING A CLUB DEVELOPMENT PLAN STEP-BY-STEP

GETTING STARTED

Step 1: Expression of Interest

Other than reviewing the Club Planning Programme information available, the first thing a Club should do as part of the Programme is notify their County Development Officer of their desire to get involved. This can be done simply by completing the [Expression of Interest Form](#), using the online form, or a downloaded version that can then be completed and returned by email or post.

Step 2: Appointing the Club Plan Coordinator

The Club Plan Coordinator is one of the most vital roles in the development of a Club Development Plan. The Club Plan Coordinator is the person who will act as the main link between the Club and the Club Planning Facilitator, as well as coordinating the completion of all other actions assigned to the Club throughout the planning process. It's important to note that the Club Plan Coordinator is not responsible for doing all the actions assigned to a Club throughout the planning process, but is responsible for coordinating the people those actions are delegated to.

The significance of this role requires a Club to ensure that any person(s) taking it on is fully aware of what it involves, has the time and ability to fulfil the role, and is appropriately supported throughout.

Step 3: Introductory Contact

This is the step within the planning process that the Club Planning Facilitator, appointed by the National Coordinator, contacts the Club Plan Coordinator. The onus is on the Club Planning Facilitator to make contact, but the Club should make sure that the actions within the **GETTING STARTED** phase are completed, or at least in the process of being completed, in advance of this contact. It's important to remember that the more prepared a Club is in advance of this contact, the more the Club Planning Facilitator will be able to support the Club throughout the rest of the process.

Getting Started Checklist of Actions

- ☐ Club Planning Guide reviewed by Club Executive
- ☐ [Expression of Interest Form](#) submitted and verified by the Club Chairperson / Club Secretary
- ☐ Club Plan Coordinator appointed and information provided to the County Development Officer
- ☐ Club Planning documentation reviewed by Club Plan Coordinator
- ☐ Date options for [Step 5: The Planning Team Meeting](#) identified by Club Executive
- ☐ Club is contacted by the Club Planning Facilitator
- ☐ **DOING THE GROUNDWORK** phase preparations made by Club Plan Steering Committee

DOING THE GROUNDWORK

Step 4: Completing the Groundwork Actions

Phase two in the creation of a Club Development Plan focuses on making sure a Club is prepared and equipped in the best possible way for the activity that follows. One of the most significant parts of the club planning process, *Step 4: Completing the Groundwork Actions* revolves around five activities:

- Agreeing the Club Plan Steering Committee
- Establishing a Club Starting Point
- Drafting the Club Planning Project Plan
- Creating a Club Planning Communications Plan
- Preparing for the Club Planning Workshop

Agreeing the Club Plan Steering Committee

The Club Plan Steering Committee is a sub-committee, made up of the Club Chairperson, Secretary, Treasurer and the Club Plan Coordinator, tasked with overseeing the process of developing the Club Plan. The intention of the Club Plan Steering Committee is to embed the process of developing a Club Plan within the Club Executive, without having a detrimental effect on the day-to-day running of the Club. An overview of the responsibilities the Club Plan Steering Committee is tasked with include:

- Reviewing the Club Planning documentation
- Overseeing activity relating to the planning process from start to finish
- Supporting the establishment and subsequent work of each Focus Group
- Collating feedback from the Focus Groups
- Drafting the final Club Plan
- Presenting the final plan to the Club Executive for sign-off
- Launching the Club Plan

i As a sub-committee of the Club Executive, the Club Plan Steering Committee should be established under Rules 7.15 to 7.18 of the Club Constitution covering the same.

Establishing a Club Starting Point

An important part of the planning process is gaining an understanding of where a Club is currently – the point from which a Club is starting. This will do two things; firstly, it helps a Club track the progress it makes through the delivery of a Club Plan and secondly then it will help to inform a Club about the areas where attention could be directed. A Club will establish its starting point through a variety of activities:

- Completing the [Club Activity Checklist](#)
- Recording Key Statistics

- Conducting Club N.O.I.S.E. Analysis
- Surveying the wider Club Membership and community

The additional guidance relating to establishing a Club starting point refers to a framework known as the Five Foundations of a Well-Run Club. This is a framework, designed specifically for GAA Clubs providing a structured understanding of the range of integrated activities that are necessary to run a GAA Club. While the Five Foundations of a Well-Run Club are not specific to the Club Planning Programme, they are integral to it and more information about them is provided within [AG - Establishing a Club Starting Point](#) as well as within the Club Support Manual.



Figure 3: The Five Foundations of a Well-Run Club

Drafting the Club Planning Project Plan

The [Club Planning Project Plan](#) is a simple list of actions, that must be completed throughout the club planning process, along with the agreed completion dates and assigned responsibilities. Although this plan won't be finalised until the meeting between the Club Plan Steering Committee and the Club Planning Facilitator, a draft version should be prepared by a Club before this meeting.

Creating a Club Planning Communications Strategy

One area that can sometimes be overlooked when a Club is involved in something like the development of a Club Development Plan is communications. However, good communications are a vital component of the club planning process. So many steps within the process rely heavily on other people knowing what is going on: The Club Planning Workshop ([Step 6](#)), the period of ongoing consultation ([Step 7](#)) and the launch of the final Plan ([Step 10](#)) are three of the most notable examples of where good

communications are key. For this reason, it is advised that a Club puts a simple [Club Planning Communications Strategy](#) in place for the duration of the Plans development and implementation. This Strategy will outline:

- Objectives – what a Club hopes to achieve from the strategy
- Audience – who is a Club trying to reach
- Message – what is it that a Club is trying to say
- Communicators – who are the people doing most of the communicating
- Methods – in what ways will most of the communications be conducted
- Calendar – when should communications take place
- Resources – what is needed to successfully deliver the communications strategy

Preparing for the Club Planning Workshop

The Club Planning Workshop is one of the most important elements in the creation of a Club Development Plan and as such, a Club must have a comprehensive understanding of what the Workshop is designed to do, and how it can achieve this. The main aims of a Club Planning Workshop are to:

- Outline the process the Club is engaged in and why
- Consult the wider Membership and community about the future direction a Club might take
- Recruit volunteers to get involved in the Club Planning process and / or general Club activity

There are several reasons the Club Planning Workshop is so integral to the creation of a Club Development Plan:

- It gives the wider Club Membership, and community, an opportunity to have their say in a manner that they know their voice will be heard and considered.
- It is an excellent opportunity for a Club to get an understanding of the direction its Members and the wider community think the Club Development Plan should take.
- It is an opportunity to promote the fact a Club is involved in the Club Planning Programme.
- It is an opportunity for a Club to recruit additional volunteers for involvement, either directly or indirectly, in the development and delivery of the Club Development Plan.
- It gives a Club an opportunity to get buy-in from everyone and create an environment that sees everyone want to see it succeed.

i Due to the importance of the Club Planning Workshop, it is dealt with in two parts within this Guide; here where the focus is on preparing for the Club Planning Workshop and again within [CREATING THE STRATEGY](#) where the focus shifts to running the Club Planning Workshop.

Preparing for the Club Planning Workshop will be one of the key items to be discussed between a Club Plan Steering Committee and a Club Planning Facilitator therefore a Club should consider the following areas of the Workshop in advance of this meeting:

- Club Planning Workshop logistics, i.e. dates and venue and setup
- Promoting the Club Planning Workshop
- Appointing the Club Planning Focus Group Leaders

Step 5: The Planning Team Meeting

While the Club Plan Coordinator and the Club Plan Facilitator will have been in contact ever since the Facilitator was appointed, the first meeting between the Facilitator and representatives from the Club is a crucial step in the Club planning process. This step strengthens the foundations already laid down by a Club through its activity to date, providing a better platform for the important work that is still to come. It is at the Planning Team Meeting where a Club and a Club Plan Facilitator will:

- Raise any queries or concerns that either may have
- Agree the [Club Planning Project Plan](#)
- Agree the arrangements for the Club Planning Workshop

- i** The more preparation that goes into the **GETTING STARTED** and **DOING THE GROUNDWORK** phases of the Club Planning Process, particularly before the Planning Team Meeting, the more everyone will get out of the meeting and the subsequent phases of the Programme.

Doing the Groundwork Checklist of Actions

- ☐ Club Plan Steering Committee agreed by Club Executive
- ☐ Club Planning documentation reviewed by Club Plan Steering Committee
- ☐ [Club Activity Checklist](#) completed by Club Plan Steering Committee
- ☐ Key statistics recorded by Club Plan Steering Committee
- ☐ Club N.O.I.S.E. Analysis conducted
- ☐ [Club and Community Survey](#) conducted by Club Plan Steering Committee
- ☐ [Club Planning Project Plan](#) drafted by Club Plan Steering Committee
- ☐ [Club Communications Strategy](#) created by Club Plan Steering Committee
- ☐ Club Planning Workshop preparations made by Club Plan Steering Committee
- ☐ Planning Team Meeting held
- ☐ [Club Planning Project Plan](#) agreed by Club Plan Steering Committee and Club Planning Facilitator
- ☐ Arrangements for Club Planning Workshop confirmed
- ☐ **CREATING THE STRATEGY** phase reviewed and preparations made by Club Plan Steering Committee

CREATING THE STRATEGY

Step 6: Running the Club Planning Workshop

In advance of *Step 5: The Planning Team Meeting*, a Club should have made all the appropriate preparations for the Club Planning Workshop setting the ideal platform for a successful Workshop. However, it is important that this good work is then built upon on the day of the Workshop itself. Due consideration should be given to things such as:

- Roles at the Club Planning Workshop
- Establishing Club Planning Focus Groups
- Maximising the Workshop as a recruitment opportunity

The entire Club Planning Workshop will have a huge bearing on all remaining parts of the club planning process. However, one of the most significant outcomes will be the establishment of the Club Planning Focus Groups, with Focus Group Leaders having already been appointed by the Club Plan Steering Committee. Focus Groups are responsible for making the final informed recommendations, to the Club Plan Steering Committee, in advance of the Club Development Plan being drafted. The long-term impact a Focus Group can have therefore means it is vital they are setup accordingly and in a way that allows them to achieve what they are designed to do. Some of the requirements of the Club Planning Focus Groups are:

- To meet at least twice to discuss their area of focus and define their final recommendations to the Club Planning Steering Committee.
- Through the Focus Group Leader, keep the Club Plan Coordinator up-to-date on their progress.
- At least one representative from each Focus Group (ideally all Focus Groups Members would attend) should engage with the Focus Group Forum.

Step 7: Ongoing Consultation

While the Club Planning Workshop will have provided Focus Groups with a significant amount of information, to get the most out of this part of the Club planning process, additional information and input should continue to be collected through a period of further consultation. This should begin as soon as possible after the Club Planning Workshop and should be completed in a variety of formats:

- Seeking advice from sources experienced in a particular area
- Conducting a club planning survey
- Opening an email suggestion box

Experienced Input

People with experience in any relevant areas should be consulted to identify a range of information such as current policy, initiatives, or guidance, good or bad practice in any specific area, or simply learning from previous experiences. Examples of this might include:

- County Games Manager who can support a Club looking at the provision of a suitable programme of games as part of its Club Development Plan.
- County Development Officer to support a Club targeting the development of Club Officers through training.
- Another Club, that has already delivered a similar project, i.e. the introduction of a new membership subscription structure.
- A local businesses or individuals with professional experience in an area, i.e. improved financial management.

i Contact information of individuals that may be consulted by a Club are included on the Club Planning Hub as well as an archive of Club Plans and relevant contacts to support a Club seeking experienced advice.

Club Planning Survey

The [Club Planning Survey](#) should be a simple survey live for an agreed period after the Workshop, that gives people an opportunity to make suggestions in relation to each area of the six areas of.

i If a Club has already conducted a survey of its Membership and the wider community when establishing a Club starting point during [Step 4: Completing the Groundwork Actions](#) then it does not need to conduct a second survey.

Email Suggestion Box

An Email Suggestion Box gives people an opportunity to provide more detailed comments and suggestions for a Club to consider in the creation of a Club Development Plan. The Email Suggestion Box can simply be the Club Plan Coordinators email address – or another specifically created email – that is promoted as part of the ongoing consultation and in particular shared on the night of the Workshop. Anyone that would like to speak more on anything from the Workshop or provide any additional comments or suggestions they may have should be advised to simply email the Club Plan Email Suggestion Box and the Club Plan Coordinator will ensure that the appropriate messages reach the relevant Focus Groups.

i Any Ongoing Consultation process should be clearly defined by a Club so everyone is aware of the timeframe available to provide any additional comments or suggestions.

Step 8: Feedforward Workshop (optional)

Before making their final recommendations to the Club Plan Steering Committee, the Feedforward Workshop provides an opportunity for Focus Groups to present their provisional recommendations to the Steering Committee, and the other Focus Group Members, as well as any other interested person

in attendance. Ultimately the Workshop should mitigate against any complications later in the Club planning process and avoid final recommendations, from various Focus Groups, conflicting with one another.

Although it will likely not involve as large an attendance as the Club Planning Workshop, the Feedforward Workshop should still get the same attention from a Club to ensure it is a success. The experience of running a successful Club Planning Workshop will contribute to a Clubs ability to coordinate the Feedforward Workshop and the same organisation and format should be applied. Like the Club Planning Workshop, the Club Planning Facilitator can take the lead in facilitating the Feedforward Workshop however, the main contributors to the Workshop will be the Focus Group Leaders or another appointed representative of each Focus Group.

Creating the Strategy Checklist of Actions

- ☐ Club Planning Workshop held
- ☐ Club Planning Focus Groups established
- ☐ Ongoing consultation conducted
- ☐ Feedforward Workshop held
- ☐ Final Focus Group recommendations compiled by the Club Plan Steering Committee
- ☐ **WRITING THE PLAN** phase reviewed and preparations made by Club Plan Steering Committee

WRITING THE PLAN

Step 9: Drafting the Plan

Once all recommendations from Focus Groups are compiled, the Club Plan Steering Committee can then start to draft a Clubs Club Development Plan. Throughout this step the Club Plan Steering Committee should be mindful of the S.C.O.R.E. framework:



Specific

A Club Plan should be specific to a Club, its Members and the community it serves, in terms of the needs it seeks to address and the capacities it requires



Consulted

A Club Plan should be based on the opinions and suggestions gathered throughout the ongoing consultation



Owned

A Club Plan should be owned by a Club as the key driving force in seeing it delivered without overreliance on another unit or organisation



Reachable

The aims set out in a Club Plan should be ambitious but reachable and not be putting undue pressure on a Club or any of its Members or volunteers



Evaluated

A Club Plan should be evaluated on an ongoing basis ensuring it is progressing as intended and remains relevant to a Clubs needs

Figure 4: Outline of the SCORE framework

What Should be Included in the Final Plan

It's vital to remember that despite what the plan looks like it's what is in it that will matter. Regardless of a plan being printed in a professionally produced, bound book or on two sides of a single sheet of paper, the positive impression the Club should be aspiring to achieve will come from the contents. While the main content of the plan will be developed and decided by the Club, there are several elements that are well worth considering for inclusion in the final plan:

- Chairperson's Address
- Brief History of Club
- The Club Planning Process
- Mission, Vision, Values of the Association
- Where a Club Is at Now – the Starting Point for the Club Development Plan
- Goals, objectives and actions relating to each of the Five Foundations of a Well-Run Club
- Implementation Process
- Acknowledgements

Reviewing a Draft Plan

Once drafted, it is essential that the Club Development Plan is reviewed, internally and externally, before final publication. This will allow people with a fresh set of eyes to review the content for anything from simple typos, to more significant concerns or issues. Part of the role of the Club Planning Facilitator is to support a Club through this step so while a Club is advised to source several people to review the Plan, a draft copy should be sent to the Facilitator with a request for feedback. The final review and eventual sign-off of a Club Plan is then be completed by the full Club Executive.

Step 10: Launching a Club Plan

Launching a Club Plan gives a Club an opportunity to announce its Plan, not only to the wider Membership, but to the local community. The process and work that has gone into developing the plan can also be relayed, along with acknowledgement of those involved in its creation. Most importantly, the contents of the Plan and the vision a Club has created can be shared in a very positive and engaging way.

Distributing the Club Development Plan

Copies of the Club Plan should be distributed at any Club Plan Launch event, but the Club should endeavour to ensure that plenty of copies of the Plan are made available for wider distribution. This does not have to mean expensive printing costs as the distribution of the final Plan can be done via email, but it might be worth considering having some printed copies made available and perhaps even sending them directly to anyone who can't attend the Club Plan Launch.

Making sure the Club Plan is available to view and download from the Club website and other online channels is another way of ensuring the plan is distributed, and readily available to everyone.

Writing the Plan Checklist of Actions

- ☐ All recommendations reviewed in line with the S.C.O.R.E Framework by the Club Plan Steering Committee
- ☐ Draft Club Development Plan produced by Club Plan Steering Committee
- ☐ Draft Club Development Plan shared with Club Planning Facilitators plus other reviewers
- ☐ Final Club Development Plan reviewed and signed-off by Club Executive
- ☐ Club Plan Launch event held by Club Executive
- ☐ Copies of the Club Plan distributed by Club Executive
- ☐ Club Plan Steering Committee dissolved by Club Executive
- ☐ **ACHIEVING RESULTS** phase reviewed and preparations made by Club Plan Coordinator

ACHIEVING RESULTS

Step 11: Plan Implementation

Once a Club has launched its Club Development Plan, the real work will begin through the implementation of the Plan. Key to this step is the establishment of the Club Plan Implementation Committee, appointed by the Club Executive and tasked with overseeing the successful implementation of the Club Plan. While the membership of the Implementation Committee, a Sub-committee of the Club Executive, should be reviewed annually, it is recommended that the Implementation Committee:

- Has no more than four people on it
- Includes the Club Chair and the Club Secretary
- Includes, at least in year one, the Club Plan Coordinator

- i** As a sub-committee of the Club Executive, the Club Plan Implementation Committee should be established under Rules 7.15 to 7.18 of the Club Constitution covering the same.

The duties of the Club Plan Implementation Committee are:

- Deciding on priorities
- Delegating tasks
- Creating Work Plans
- Raising awareness of the Plan
- Monitoring and measuring progress (*Step 12: Monitoring Implementation*)
- Reporting on progress (*Step 12: Monitoring Implementation*)

Deciding on Priorities

Covering three-years, a Club Development Plan will contain what, at the outset, will seem like a huge amount of work. Taking on all this work at once will likely not result in the most efficient implementation so a Club should decide on the three or four priorities that it might want to achieve first. At the outset, some of the questions the Club Plan Implementation Committee should consider are:

- Would this project address one or the key issues that the Club faces?
- Can the Club effectively deliver this project?
- Would this project address any major gaps identified in the Club?
- Would Members support this project?
- Would the project support the mission, vision and values of the Club and the Association?

Delegating Actions

The Club Plan Implementation Committee, while responsible for ensuring the Plan is implemented, is not responsible for implementing all actions outlined within the Plan. Therefore, once priorities have been decided, it is important that actions are delegated effectively. This is a vital part of the implementation process as is:

- Creates a wider level of ownership and accountability
- Ensures a small number of people are not burdened with a huge workload
- Builds in capacity within a Club
- Prevents a loss of momentum due to volunteer burnout

Once all tasks have been delegated, it is important to clarify who is responsible for what. To do this, it is suggested that the Implementation Committee prepare a Summary of Responsibilities and circulate it to all members who are responsible for any initiative within the Plan. This will ensure that everyone knows who is responsible for what and that people can be held accountable.

Creating and Using Work Plans

Supporting prioritisation and the delegation of actions within the Plan is the use of Work Plans. A Work Plan is a practical document, produced by the Club Plan Implementation Committee that will outline the work that is due to be completed in the year ahead. In general, a Work Plan will:

- Set out the steps that are to be taken
- Outline the proposed timelines
- Outline the budget required

Work Plans should be completed by the person who has been given responsibility for a project and then approved by the Implementation Committee. This will ensure the it is realistic and within the scope and capacity of the person responsible, but also challenging and in line with the overall implementation of the Club Development Plan.

Raising Awareness of the Plan

The [Club Plan Communications Strategy](#) created within *Step 4: Completing the Groundwork* should support the Implementation Committee in their efforts to raise awareness of the Club Plan on an ongoing basis. Given the timelines involved however, as well as the handover of the Communications Strategy from the Club Plan Steering Committee to the Implementation Committee, it is important that it is reviewed and updated ensuring it remains relevant to this stage of the club planning process. Some of the questions a Club Plan Implementation Committee might consider when taking ownership of and update the Club Plan Communications Strategy are:

- What do we want to achieve?
- Who needs to be aware of the Plan and progress?
- What things can we do to raise awareness?

- How will we know if there is a good level of awareness?
- How will be promote successful projects?
- How will be promote successful projects?

Step 12: Monitoring Implementation

To keep a Club Plan relevant, it is crucial that it is monitored on both an ongoing basis and in some more detail at specific points in the life of the Plan. This will ensure progress is steady and objectives, goals and actions all remain relevant. Monitoring the implementation of a Club Development Plan should be done using:

- Regular reports to the Club Executive
- Annual reports to the Club AGM
- Communications about progress to the wider Membership and community
- Producing a [Mid-Term Implementation Report](#)
- Producing a [Full-Term Implementation Report](#)

Reporting to a Club Executive

Reporting progress on plan implementation should become one of the regular items on a Club Executives agenda. Obviously, there will be times where more in-depth discussions concerning the plan or at least part of it might be required, but at a minimum a representative of the Club Plan Implementation Committee should present a summary of the [Club Development Plan Progress Scorecard](#) and a brief [Progress Report](#) at all Club Executive Meetings.

Reporting to a Club AGM

Like the Club Executive, a progress report on the implementation of a Club Development Plan over the previous 12 months (or since the last AGM) should become a default item on the agenda of any AGM taking place within the life of a Plan. It is not necessary for any report to a Club AGM to include any significant detail. A simple summary of the achievements in the previous 12 months; if necessary, an explanation for any scheduled item not being delivered yet; and a reminder of what is scheduled for the upcoming year is all that is necessary when reporting progress to a Club AGM.

- i** It is important that the AGM does not become a forum to amending a Club Development Plan and therefore the progress report should not be opened to the AGM for discussion. Opportunities to discuss the Plans implementation and make amendments to it are built in later in the Club planning process.

Mid-Term Implementation Report (OPTIONAL)

There are specific points in the life of the Club Development Plan where a Club should look at the progress of the Plan in more detail, and the first such instance is through a mid-term review and the production of a [Mid-Term Implementation Report](#).

A significant part of the mid-term review is the Mid-Term Review Forum. This is an opportunity for the Club to report, progress to date, detail some of the main accomplishments and outline what is still to be delivered. More importantly, it is at this juncture where a Club can ensure the Plan is still relevant and that it is still on track to meet a Club's needs.

Supporting a Club through the facilitation of a Mid-Term Review Forum is one of the last actions prescribed in the role of the Club Plan Facilitator, although the previously organised Club Planning Workshop and Focus Group Forum will familiarise a Club in how it should be coordinated. While the discussion at the Mid-Term Review Forum should not drastically alter the course of the Club in relation to the Club Plan, it is important the Club Plan Implementation Committee document it and include it in the subsequently produced [Mid-Term Implementation Report](#).

-  A Club should ensure to contact its Club Planning Facilitator well in advance of the Mid-Term Review Forum to guarantee the Facilitators availability.

The [Mid-Term Implementation Report](#) is compiled by the Club Plan Implementation Committee and is essentially a summary of progress in the implementation of the Club Plan. The Report can be produced using the:

- Outcomes of the Mid-Term Review Forum
- Summary of [Club Plan Progress Scorecards](#)
- Updated [Club Activity Checklist](#) (first completed in *Step 4: Completing the Groundwork Actions*)

Once compiled, the [Mid-Term Implementation Report](#) should be used by the Implementation Committee and Club Executive to agree any amendments to the Club Plan for the remaining 18-months. A Club may also consider deferring any significant, but non-urgent matters arising as part of the mid-term review, for inclusion in the next Club Development Plan.

Full-Term Implementation Report

By the end of the three-year life of a Club Development Plan, and regardless of a Clubs intention going forward, it is vital that a comprehensive and robust review of the Plan is conducted. This will not only draw this planning period to a close, but it will best prepare a Club for restarting the Process in the short- to medium-term future.

Such a review centres around the compilation, agreement and publication of a [Full-Term Implementation Report](#). This Report is drafted by the Club Plan Implementation Committee and is

done so through a process like the mid-term review, with the exception being the absence of any kind of Forum. The [Full-Term Implementation Report](#) will include:

- Summary of [Club Plan Progress Scorecard](#)
- Timeline of implementation
- An updated [Club Activity Checklist](#) (with the previous version included for comparison)
- If necessary, an overview of the goals, objectives and actions not implemented along with a brief outline explaining the reasons why
- Acknowledgements

Once signed off by the Club Executive, the [Full-term Implementation Report](#) should, like the other reporting and monitoring documents, be shared amongst the Coordination Group of the Club Planning Programme, namely the County Development Officer, Provincial Contact and National Club Planning Coordinator. It is also a good idea to publish and promote it as it will highlight the work the Club committed to and completed in that last three years.

Achieving Results Checklist of Actions

- ☐ Club Plan Implementation committee established and agreed by Club Executive
- ☐ Goals within Club Development Plan prioritised by Club Plan Implementation Committee
- ☐ Tasks within Club Development Plan delegated by Club Plan Implementation Committee
- ☐ [Work Plans](#) created and agreed by Club Plan Implementation Committee and task assignee
- ☐ [Club Plan Communications Strategy](#) reviewed and updated by the Club Plan Implementation Committee
- ☐ Club Development Plan progress measured and reported by Club Plan Implementation Committee
- ☐ [Mid-Term Implementation Report](#) compiled by Club Plan Implementation Committee
- ☐ Suggested amendments to the Club Plan signed-off by the Club Executive
- ☐ [Full-Term Implementation Report](#) compiled by Club Plan Implementation Committee
- ☐ [Full-Term Implementation Report](#) agreed and published by the Club Executive
- ☐ Club Plan Implementation Committee dissolved by Club Executive
- ☐ Next steps considered and County Development Officer by Club Executive

WHAT COMES AFTER DELIVERING A PLAN?

Regardless of the approach a Club chooses in creating and delivering a Club Plan, once delivered and the results of their hard work through a strengthened and improved Club are evident, it's time to ask what's next and there, with three potential options:

- Restart the Club planning process immediately
- Press pause and restart within a maximum of six months
- Exit the Club Planning Programme entirely

Restarting the Process

Ideally, a Club will choose to restart the process again and continue to tap into the momentum that will have been gathered throughout the successful development and implementation of the previous Club Development Plan.

Any Club taking this option simply must notify their County Development Officer who will then appoint a new, or reappoint the previous Club Planning Facilitator and the process will start again from a suitable point in the process, based on the previous planning approach taken.

Restart in Six Months

A Club may want to press pause for a short period of time, (no more than six months), before restarting the planning process. If this is the case, then the Club should simply notify their County Development Officer of this who will then contact the Club after a six-month period, providing the Club has not already restarted the process in the intervening period.

Exit the Club Planning Programme

If a Club decides they do not want to restart the Club planning process now nor in six months, then they will simply leave the Club Planning Programme. If this is the case, the Club should simply notify the County Development Officer of this and they will be removed from the Club Planning Programme. Any Club that leaves the Club Planning Programme can enter it again at any time.