

# A Guide to Club Planning



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# Club Planning

## Recreation Clubs

### Introduction

They come from all walks of life, young and old. We are talking about the thousands of Australians looking to join a sporting group so that they can enjoy the many benefits that come from sport.

Regardless whether they join to become a competitors, coach, official, administrator, volunteer or participant, they join to belong to that sporting group, remember,

***Clubs are the foundation of Australian sport.***

Because of the enormous range of clubs, offering all the best benefits and the fact that all sporting clubs cater for the same abilities and interests, it is your club that you want to stand out and make people want to join.

There are no secrets, the success of you club may depend on one thing and that is to be well organised in the conduct of your activities.

Every club should have a planning process to ensure that their path leads to a better future.

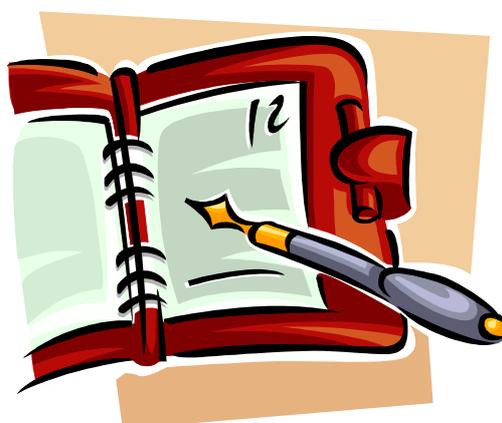
The following pages will, hopefully, set you on that path.



## Following is an explanation to some of the terms used in planning our club structure

<b>Development Planning</b>	Process to decide the future directions, objectives of your club and outlines how your club can achieve this.
<b>Facilitator</b>	An independent person who conducts your planning workshop. ideally, this person will be trained in conducting workshops, will be able to co-ordinate the sessions and help you develop your plan.
<b>Mission</b>	A brief statement explaining the purpose of your club and why it exists. <b>For example:</b> <i>To efficiently and effectively administer and develop karate at all levels in our club .</i>
<b>Organisational Goals 4</b>	Statements that explain the broad directions of your club. <b>For example:</b> <i>"Maintenance of current members and increase membership are basic to the success of our club.</i>
<b>Objectives</b>	The specific results the club wants to achieve in each of the key result areas. <b>For example:</b> <i>To increase by 25% the number of junior competitors by 2002</i>
<b>Action Plan</b>	A plan showing what needs to be done to achieve your objectives. The plan should also show when it will be done, who will do it and what resources are required. <b>For example:</b>

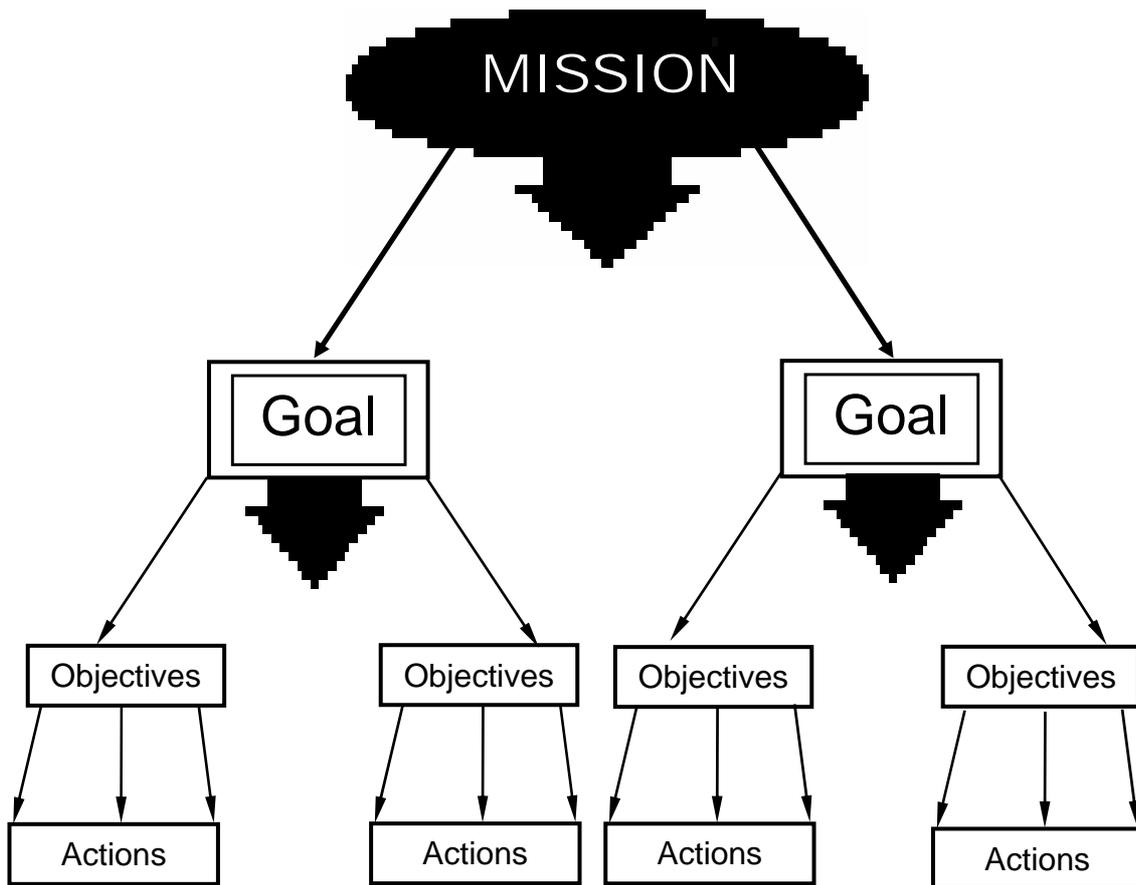
Objective	Action	Responsibility	Timeframe	Resources
To increase by 25% the number of junior competitors by 2002	Introduce separate sport class to all students at reduced cost	Junior Development Committee	Style tournament June 2002	\$500 budget



## Development of Strategic Plan

For any strategic plan to work its path must be clear and defined guiding your club's push to the future. This document would outline your club's mission, goals, objectives and actions, which will go through changes as will goals and objectives and actions allowing the club to develop.

*Below is an idea on how you would start that plan*

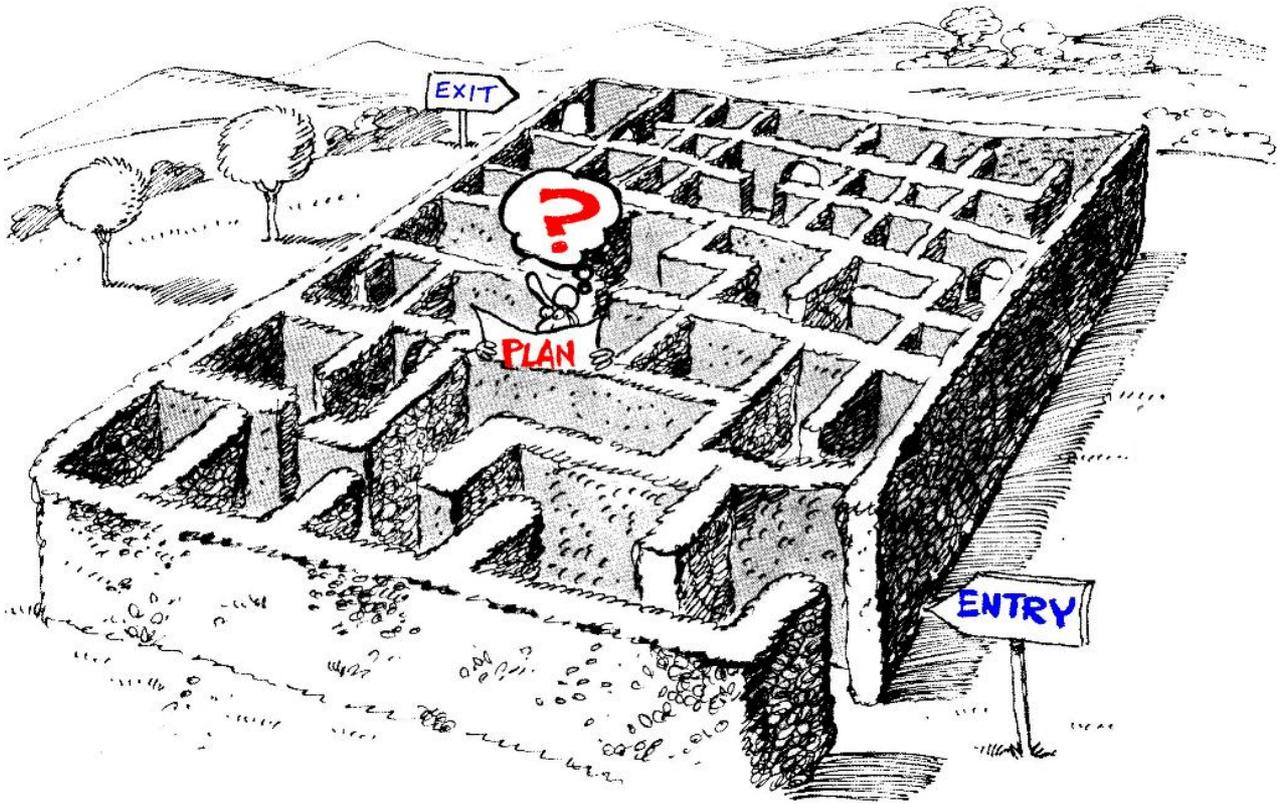


## The Need to Plan and Why?

### Having a good Management Plan will help your Club to:

- Identify and handle changes in your environment
- simplify its purposes
- identify the direction from where the club started and where it is now
- decide what future your club will have and decide how to get there
- develop a cohesive club structure i.e. socially, away from the club environment
- how to effectively use the resources the club has
- keep check on the progress of the mission of the club

It was once said by General Eisenhower **“Plans are nothing. Planning is everything”**



## Steps to making our Plans?

It must be understood that a club comprises of all its members. You may need to consider involving as many of these members to successfully have a working plan. Coming up with a questionnaire asking your members have they any skills that might be helpful to the development plan, allow your members to take an active role, after all the club was set up to help the members. The members will be more enthused if they feel that they've contributed to shaping the club's future and will be more likely to help carry out the plans. Getting all involved may require you running a workshop this way ideas can be formulated.

Many sporting clubs have used workshops and found them to be very effective. Workshops as opposed to social get together will allow focus on why everyone is there.

## So, what is a planning workshop?

As mentioned, it is getting together with all interested parties who's ideas will be varied and this will be important for the planning process of your clubs Management Plan. This workshop process will give all the opportunity to put forward ideas on ways to improve their club and plan for its development. Remember also, that the process can be as important as the document itself.

Results will come from having a broad section of members involved in your workshop.

- All participants should be allowed to contribute equally.
- Involve a broad cross section of members.
- The plan is more likely to be acted on if those involved in the club contribute to its development.

## How many people will be involved?

This will vary to the size of the club. It may involve as few as 5 to as many as 30. The participants should represent all in the club

Who should be involved?

The participants should represent all interests in the club.

**For example:**

- base club member representatives
- competitors (someone representing juniors, seniors and elite)
- officials (someone representing this group)
- coaches (someone representing this group)
- committee members
- parents and interested community members



Who should conduct the workshop?

Having people, ideally 2, independent from your club and having some facilitators experience should chair this workshop group. Having experienced facilitators would allow all your members to participate fully in the discussion and the development of ideas. By using independent people will allow an unbiased approach to open and honest discussions.

Find time prior to the workshop to introduce the facilitators to the group that will make up the workshop. This meeting will give everyone the opportunity to sort out details and clarify the aims and objectives of the workshop.

Time allowed for the Workshop:

Allow one full day, approximately 8 hours, however if we are dealing with a small club, 15 to 25 people, then time may be reduced to 4 to 5 hours.

**Below are some sample agendas you can use:**

## Sample No1

<b>Topic</b>	<b>Format</b>	<b>Duration</b>
<b>Introductions</b>	Whole group	30 minutes
<ul style="list-style-type: none"> <li>• Introduce participants</li> <li>• Outline the format of the workshop</li> </ul>		
<b>Changes in your community</b>	Whole group	30 minutes
<ul style="list-style-type: none"> <li>• What changes are likely to occur in your community in the next five years?</li> </ul>		
<b>Implications for your club</b>	Small groups	1 hour
<ul style="list-style-type: none"> <li>• What will these changes mean to your sport/recreation?</li> <li>• What implications will they have for your club?</li> </ul>		
<b>Where is your club now?</b>	Whole group	45 minutes
<ul style="list-style-type: none"> <li>• What is your club's history?</li> <li>• What are its strengths and weaknesses?</li> <li>• What is its current structure, operation and resources?</li> </ul>		
<b>Where are you going?</b>	Small groups	45 minutes
<ul style="list-style-type: none"> <li>• What is your mission over the next 2 - 5 years?</li> </ul>		
<b>What are your priorities?</b>	Small groups	2 hours
<ul style="list-style-type: none"> <li>• What are the main activities you will need to focus on?</li> <li>• What are your objectives and priorities for the next 2 - 5 years?</li> </ul>		
<b>Down to action</b>	Small groups	2 hours
<ul style="list-style-type: none"> <li>• What actions are needed to reach your objectives?</li> <li>• Who will be responsible for them?</li> <li>• What resources are needed?</li> <li>• What is the timetable?</li> </ul>		
<b>Where to now?</b>	Whole group	30 minutes
<ul style="list-style-type: none"> <li>• How do you proceed from here?</li> <li>• How will you evaluate your progress?</li> </ul>		
		<b>Total 8 hours</b>

## Sample No2:

<u>Topic</u>	<u>Duration</u>
<b>Introductions</b> <ul style="list-style-type: none"> <li>• Introduce participants</li> <li>• Outline the format of the workshop</li> </ul>	30 minutes
<b>Changes in your community</b> <ul style="list-style-type: none"> <li>• What major changes are happening in your community and your sport/recreation?</li> <li>• What impact will these changes have on your club?</li> </ul>	30 minutes
<b>Where is your club now?</b> <ul style="list-style-type: none"> <li>• Is the club doing well?</li> <li>• What difficulties does the club currently face?</li> </ul>	30 minutes
<b>Where is the club heading?</b> <ul style="list-style-type: none"> <li>• What is the reasons that the club operates?</li> </ul>	30 minutes
<b>What are the clubs priorities?</b> <ul style="list-style-type: none"> <li>• What are the clubs main objectives and what the club hopes to achieve over the next few years?</li> </ul>	45 minutes
<b>Down to action</b> <ul style="list-style-type: none"> <li>• What needs to be done to achieve the clubs objectives?</li> <li>• Who will be responsible for the clubs objectives?</li> <li>• What resources will be needed?</li> <li>• What timeframe will be given?</li> </ul>	90 minutes
<b>Where to now?</b> <ul style="list-style-type: none"> <li>• Where and How do you proceed from here?</li> <li>• What process will be used to evaluate your progress?</li> </ul>	45 minutes
	Total 5 hours

## Remember ....

**The sample agendas should be used as a guide to develop your own is only a guide.**

- Consider the numbers in your club, this will be a guide to whether you need more or less time for your workshop.
- Choose a format for each session that will encourage discussion.
- After small group work allow time for feedback within the whole group.

And...

Stress to all that the workshop will benefit from their total participation and their input will benefit the club. Encourage everyone to stay for the whole workshop, rather than coming and going, as this can be very disruptive.

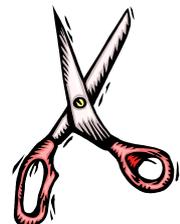


What will we need to run the workshop?

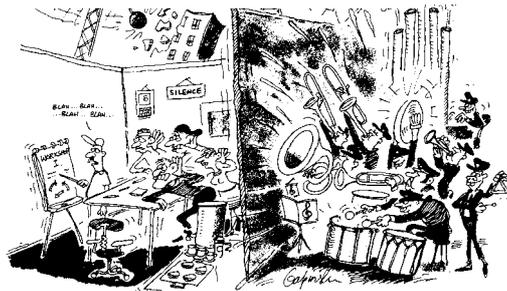
You will need a quiet room that is large enough for the whole group to talk together. Space for the group to break up into smaller discussion groups should also be available.

The Equipment you will Need:

- plenty of butchers paper.
- marking pens, various colours red, blue, green black, to highlight topics .
- masking tape, large clips, blue tack to stick paper up around the room, good for referring back to.
- name tags.
- availability for refreshments, i.e. tea/coffee, food etc.
- if computer, if available, to record and modify ideas presented in the workshop.



## About the Facilities:

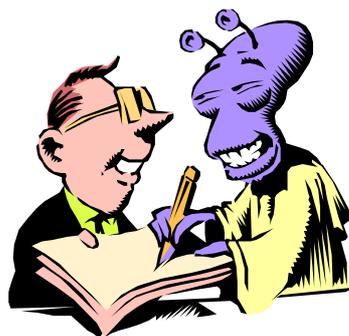


If you have your own facilities this may well be ideal, but still take into consideration:

- that rooms or buildings adjacent may also have other groups.
- choose a room that will be free from distractions, if you need to go else where.
- set the room up so everyone will be comfortable and can see each other.
- a horseshoe shape may be ideal, but if tables are to be set up then take space into consideration.
- facilitators should sit with the group as ideas being discussed can, at times, go from the topic.
- a large board to put up the butchers, placed in front of the group.
- white board, if available or blackboard.
- number each sheet of paper so you are able to keep track of them during the workshop.
- tape the finished sheets around the room so the group can refer back to them.

What happens in the workshop?

Facilitators will lead participants through group discussions, to answer questions, assist with small and main group discussions and assist with the development of your plan.



In the workshop, participants will:

- list what changes are happening in the community that will affect the club.
- Show how is the club currently working/operating.
- decide how they would like it to work in the future.
- identify actions, responsibilities and resources that will be needed to make it work better.
- outline how and when these actions will occur.
- determine how to evaluate progress.

The Workshop Activities:

**Session 1**

**INTRODUCTIONS**

Session Objectives:	<ul style="list-style-type: none"> <li>• Introduction of the facilitators and participants in the workshop.</li> <li>• Outline the purpose of and how the workshop will be run.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 30 minutes</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Each participant will be asked to             <ul style="list-style-type: none"> <li>- introduce themselves.</li> <li>- explain their role in the club.</li> <li>- explain why the club is important to them.</li> <li>- explain what they hope to get out of the workshop.</li> </ul> </li> <li>• As an ice breaker, all the participants may not know each other, pair off and ask a few questions of your partner then introduce them to the group.</li> <li>• Facilitators should explain             <ul style="list-style-type: none"> <li>- the aim of the workshop.</li> <li>- the agenda.</li> <li>- that participants should contribute as much as possible.</li> <li>- the role of the facilitators.</li> <li>- any housekeeping matters, meal times, location of toilets etc.</li> </ul> </li> </ul>
Special note:	<ul style="list-style-type: none"> <li>• Facilitators should be part of the introduction warm-up. Participants maybe allowed to mingle to get to pair off with partners but should remain seated during the introductions a more friendlier atmosphere will be generated.</li> <li>• As the workshop should be conducted in a relaxed and friendly atmosphere everyone must be given the opportunity to take the floor and have their say on sensitive issues.</li> <li>• Facilitators should record the expectations of participants as key points on butchers paper and at the end of the session reflect on any common themes.</li> </ul>

The Workshop Activities:

**Session 2**

**CHANGES IN YOUR COMMUNITY**

Session Objectives:	<ul style="list-style-type: none"> <li>• Identify important changes occurring in the community that may affect your club</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 30 minutes</li> </ul>
Workshop question:	<ul style="list-style-type: none"> <li>• What major trends or social changes are taking place that are affecting your community?</li> <li>• Are there any other changes you know of in the future?</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Large group discussion advisable for this session.</li> <li>• Everyone should be encouraged to have their say, with ideas coming from everyone, this is a brainstorming session.</li> <li>• Try to think as broadly as possible in this session.</li> <li>• The facilitators will put responses on butchers paper so you can look back on them.</li> </ul>
Special note:	<ul style="list-style-type: none"> <li>• Try using separate pieces of butchers paper for each major heading i.e.:               <ul style="list-style-type: none"> <li>- family commitments</li> <li>- social commitments</li> <li>- sport</li> <li>- work</li> <li>- any other?</li> </ul> </li> <li>• All responses should be recorded by the facilitators.</li> <li>• Any disagreements write them as further discussion on them can be discussed later, if necessary.</li> <li>• Facilitators or other group members should give examples if any of the participants are having trouble responding to questions, or move on and come back later to the topic.</li> <li>• All participants should be encouraged to think as generally as possible and it is important to listen clearly to what others have to say, this then may generate ideas.</li> </ul>

The Workshop Activities:

**Session 3**

**IMPLICATIONS FOR YOUR CLUB**

Session Objectives:	<ul style="list-style-type: none"> <li>• To identify the broad range of needs, opportunities, limitation and threats your club may face in the future.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 60 minutes</li> </ul>
Workshop question:	<ul style="list-style-type: none"> <li>• From Session 2, what changes identified will have impact on your club?</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Try and work in small groups (approximately 6 per group) for this session.</li> <li>• Let the facilitators assign your group a heading (i.e. family commitments, work commitments) use the butchers paper from the previous session.</li> <li>• Discuss the implications of the most applicable issues listed on the butchers paper.</li> <li>• Appoint a scribe in your group to record the ideas and report back to the whole group at the end of the session.</li> </ul>
Special note:	<ul style="list-style-type: none"> <li>• Take time with these activities don't rush to find the solutions at this stage. Try to identify the implications for your club as broadly as possible.</li> <li>• If only a small club you can incorporate this session into session 2.</li> <li>• The scribe when reporting back to the main group must keep focus on the information the group discussed and avoid their own ideas.</li> </ul>

The Workshop Activities:

**Session 4**

**WHERE IS YOUR CLUB NOW?**

Session Objectives:	<ul style="list-style-type: none"> <li>• Outline the background of the club.</li> <li>• To look at how the current activities are effecting the club.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 30 - 45 minutes</li> </ul>
Workshop questions:	<ul style="list-style-type: none"> <li>• What is the clubs background, where has the club come from?</li> <li>• What is the clubs current strengths and weaknesses in relation to:             <ul style="list-style-type: none"> <li>- administration</li> <li>- coaching</li> <li>- competitions</li> <li>- competitor development</li> <li>- officiating</li> <li>- finance</li> <li>- volunteers</li> <li>- social functions</li> </ul> </li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Conducted this session involving the whole group.</li> <li>• The facilitators, choosing a key person (Chief Instructor, Administrator etc.) to in a few words give the history of the club.</li> <li>• The main focus of this session will be the current situation of the club involving group discussion.</li> <li>• The facilitators will document all of the groups ideas on butchers paper.</li> </ul>
Special note:	<ul style="list-style-type: none"> <li>• Everyone should be brainstorming this session with everyone contributing, or the facilitators may ask some key people to report (e.g. Chief Instructor, Administrator etc.).</li> <li>• Remember, everyone should have the opportunity to give their opinion on the present position of the club.</li> </ul>

The Workshop Activities:

**Session 5**

**WHERE IS YOUR CLUB GOING?**

Session Objectives:	<ul style="list-style-type: none"> <li>• Decide upon the mission the club should have</li> <li>• Set some extensive goals for the club over the next few years.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 30 - 45 minutes</li> </ul>
Workshop questions:	<ul style="list-style-type: none"> <li>• Why does the club exist?</li> <li>• What does the club hope to achieve?</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Small groups would be ideal for this session.</li> <li>• Appoint a scribe to take down information and use someone else to report back to the whole group.</li> <li>• A simple statement to describe the purpose of your club is your goal, this is your mission statement.</li> </ul>
Special notes:	<ul style="list-style-type: none"> <li>• The facilitator should limit small group discussion so that there is enough time for the whole group discussion so that the clubs mission statement can be reached.</li> <li>• If a mission statement has not been agreed upon by the group the facilitators may summarise the discussions and calling a short break, draft a version to be discussed after the break.</li> <li>• To try and agree to a final mission statement should not be seen as crucial as this may cause argument within the group, so try to get a general agreement on a draft mission statement, remember you can go back to it later if you need to.</li> </ul>

The Workshop Activities:

**Session 6**

**WHAT ARE THE CLUBS PRIORITIES?**

Session Objectives:	<ul style="list-style-type: none"> <li>• Establish and prioritise the objectives for the club.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 45 minutes - 2 hours</li> </ul>
Workshop questions:	<ul style="list-style-type: none"> <li>• What, specifically, do you want to achieve by the end of the planning period?</li> <li>• How should we prioritise the clubs objectives?</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Small workgroups for this session.</li> <li>• Appoint a scribe and someone to report back to the whole group. Choose different people, this way everyone shares the load.</li> <li>• These small workgroups will be assigned one or two of the club's main activity areas.</li> <li>• Groups will need to determine specific objectives for the activity areas assigned. Object! to make your objectives. Focus on the SMART principle, this is used in mall business planning and allows everyone to focus</li> </ul> <p>S - Specific  M - Measurable  A - Achievable  R - Realistic  T - Timeframe</p> <p>It is important that participants write SMART objectives.  <i>For example:</i></p> <p><b>" To increase by 25% the number of junior competitors by 2002 "</b></p> <ul style="list-style-type: none"> <li>• Once the groups have reached their ideas on the clubs objectives whole group discussion will take place so all the groups can present the clubs objectives. The whole group can then agree on the objectives for the club and can decide which are the most important.</li> <li>• Small clubs may only need to identify six or seven key objectives.</li> <li>• Page 21 has a sample worksheet to assist the workgroups to remain focused and on track in this session.</li> </ul>

The Workshop Activities Cont'd:

**Session 6 Cont'd:**

**WHAT ARE THE CLUBS PRIORITIES?**

Special notes:	<ul style="list-style-type: none"><li>• Main activity areas will vary from club to club but may include:<ul style="list-style-type: none"><li>- management and administration</li><li>- marketing and promotion (existing and new services)</li><li>- participation (general club or competition)</li><li>- competitions</li><li>- athlete development</li><li>- coaching</li><li>- officiating</li><li>- facilities (if applicable) and equipment</li><li>- volunteers (parents, supporters, non club members)</li><li>- finance</li></ul></li></ul>
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The Workshop Activities:

Session 7

DOWN TO ACTION

Session Objectives:	<ul style="list-style-type: none"> <li>• What steps to do we need to take to reach the clubs objectives.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 1.5 - 2 hours</li> </ul>
Workshop questions:	<ul style="list-style-type: none"> <li>• What's needed for the club to reach it's objectives?</li> <li>• What types of resources we will need?</li> <li>• Who will be accountable for each activity and what timeframe will be given?</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• Small workgroups for this session.</li> <li>• Again, appoint a different scribe and someone to report on your discussions.</li> <li>• You will need to identify what actions you need to take to achieve each objective that the group decided on in the previous session. Also you will need to identify who will be responsible, what resources will be needed and what the timeframe will be.</li> </ul>
Special notes:	<ul style="list-style-type: none"> <li>• Page 22 has a worksheet to assist the workgroups to remain focused and on track in this session.</li> <li>• Most important is that participants pay attention to the resources, this maybe finances or volunteer support, that will be required to carry out the actions. Realistic actions must be set so that the club can afford to put into practice.</li> <li>• At the end of this session the whole group should revisit the total cost of their plan then decide which are the most important objectives. This way, if resources are not sufficient to implement your plans, they can easily be modified.</li> </ul>

The Workshop Activities:

Session 8

WHERE DO WE GO FROM HERE?

Session Objectives:	<ul style="list-style-type: none"> <li>• What needs to be done to finish writing the plan and most importantly put it into action.</li> <li>• To reflect and close the workshop.</li> </ul>
Duration:	<ul style="list-style-type: none"> <li>• 30 minutes</li> </ul>
Workshop activity:	<ul style="list-style-type: none"> <li>• To assign the various tasks to appropriate people and to make sure the plan is written and implemented.</li> <li>• The facilitator will wrap up the workshop and get all participants to give feedback on what they thought about the workshop then thank the participants for their input.</li> </ul>
Special notes:	<ul style="list-style-type: none"> <li>• Write a draft using plan based on the notes that were made on the butchers paper or worksheets, this can be written by an individual or a committee.</li> <li>• All workshop participants must receive a copy of the draft and any other key people in the club for comment.</li> <li>• Any final changes, if necessary, should be made and the final version of the plan adopted by the club committee.</li> <li>• It is important that all club members are made aware of the plan and what it may mean to them. This can be done by calling all club members together, possibly a social event or through newsletters, noticeboards etc.</li> <li>• The plan maybe be finished but it is important that it is regularly reviewed.</li> </ul> <p><b>You should:</b></p> <ul style="list-style-type: none"> <li>- check the clubs progress based on the plan. Include the plan as an item for discussion at club meetings.</li> <li>- revise your plan if goals set out in the plan are not being achieved.</li> <li>- set up a planning committee to review the whole plan. An ideal plan should be over a three year period and depending on the size of your club or it's goals you may decide to do this annually, 6 or 3 month intervals. It is important that the plan is reviewed annually, as you may need to revise and add another year to your plan.</li> </ul>

Conclusion:

The process outlined in the preceding pages is a guide for you to develop an important document that will give life to your club and its members. You and others involved in the development of your clubs plans have spent time and effort because it is a way of achieving goals that will build your club. The planning stage is relatively an easy process, but, it does not stop there.....

the hard work is about to begin.

You should now be committed and convinced on both the need to organise a planning workshop for your club and the process involved.

Now it's up to you to get down to the business of organising A Club Planning Workshop. If you follow steps outlined, your club can and will focus on important issues your club will face in the future and help you to develop a set of actions for which all club members will be responsible.

Remember – the club started because there is a future for it. So spend some time planning, so that the future of the club will be one that everyone can be proud of.

**Good luck with your planning!**

# Worksheet 1

Objectives	Priority		
<i>For example:</i>	High	Medium	Low
1. To double the number of registered junior players by 1996.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Worksheet 2

Objective	Action What type of	Responsibility Who will be	Timeframe How long	Resources How many \$'s
<b>For example:</b> 1. To double the number of registered junior players by 1996	Produce promotional brochure for distribution to local schools	Junior Development Committee	Distributed by July 1995	\$500 budget
2.				
3.				
4.				
5.				
6.				
7.				
8.				