A Development Plan Guide
for Governing Bodies of Sport and other Sports Organisations

Introduction
This 'Sports Sheet' provides a framework for the production of Development Plans by County Governing Bodies of Sport. It proposes the elements that should be considered in the production of such Development Plans, which should effectively focus that organisation's activities. The Governing Body Development Plan may provide the framework for a Development Plan for the sport in general.

There is no right or wrong way to produce a Governing Body Development Plan; however this guide raises a number of issues which should merit consideration by Governing Bodies of Sport and by those involved in sports planning.

Producing a Development Plan helps an organisation to clarify its objectives, resources, priorities, and timescales for development. In a Development Plan, all these issues are presented within a strategic framework. The process of producing the plan should encourage 'ownership' of the final recommendations and 'action plan' by all key parties involved. A plan should relate to realistic and achievable work, but should equally be visionary and enable opportunism and flexibility.

To ensure any plan is implemented, it is important to communicate the recommendations and action required through the key networks and 'membership' organisations. This could be in the form of seminar/workshop sessions.

The Kent Sports Development Unit would be pleased to assist any Kent Governing Body of Sport or sports organisation working at a strategic level in the production of a Development Plan.

Focus of the Plan
It should be noted that the emphasis within this guide is towards the production of a Development Plan for individual Kent Governing Bodies of Sport. However, a Governing Body Development Plan could be adapted to form a Plan for that sport. The Unit would encourage the latter. Such Development Plans for sports should 'fit' with those Regional Focus Sports Development Plans produced by the Sports Council in conjunction with Regional Governing Bodies of Sport and other appropriate organisations. Additionally, the County Plan should relate to the National Governing Body plans against which the Sports Council funds nationally.

What the Plan Should Contain
The Development Plan should have 5 sections:-

1. Synopsis/Executive Summary of the document.
2. Introduction and Purpose of the Plan.
3. The Current Position - ie. Where the organisation is now. This section should contain an introduction to the sport in the county and to the Governing Body, including general aims and objectives followed by an overview of the current position.
4. The Vision - ie. 'Where we would like to be'. This section should contain broad recommendations for the development of the Governing Body.
5. Action Plan (stating phased, costed, apportioned and prioritised action) - ie. 'How we get there'. This section should state specific courses of action and targets that are to be met that will enable the Governing Body to achieve its objectives.

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SPORTS DEVELOPMENT
Section 1 Executive Summary/Synopsis

This section should summarise what follows in the rest of the Development Plan. Remember that many people will look no further than the summary, so make sure it refers to the key issues and the action required.

Section 2 Introduction and Purpose of the Plan

State an aim for the Plan, which could be as follows:

"To provide a working document for the Governing Body of Sport which will encourage a more co-ordinated approach to the development of the sport, and a more effective deployment of resources."

This should be followed by a list of general key objectives of the Plan, with reference being made to these objectives in the remainder of the Plan.

Examples of key objectives could be:
- To strengthen the administrative structure where necessary
- To provide a structure for the development of individual/team performers
- To provide a systematic and programmed education for coaches

Section 3 The Current Position i.e. ‘Where the organisation is now’

This section should look at the current situation in relation to:

Management and Administration
- County/District administrative structures.
- Committee structure, including sub-committees.
- Constitution.
- Administrative base.
- Allocation of tasks/workload, and voluntary input.
- Decision-making processes.
- Management training and development.

Competitive Structures
- Leagues.
- Tournaments.
- Competitions.
- Adult/Junior.
- Other networks.

Increasing Participation
- Foundation level, grass roots programmes.
- Activity in schools and youth clubs.
- Introductory courses/schemes.
- Taster sessions.
- Opportunities for casual/recreational play. Work with target groups: eg. Young people, women and girls, people with disabilities.

Developing Coaching and Coach Education
- Governing Body coaching courses.
- Leadership schemes.
- National Coaching Foundation support and services.
- Policy on recruiting coaches (including those groups under-represented eg. women and young coaches).
- Employment/deployment of coaches.
- County Coaches Associations.
- National Vocational Qualifications.

Section 3 The Current Position (Continued)

Performance and Excellence
- Talent identification and development programmes.
- Representative squads.
- Satellite squads.
- Performance ladders.
- Specialist training programmes.
- Sports science/sports medicine.

Facilities
- Existing facility provision - gaps in provision/deficiencies.
- New specialist facilities.
- Extending community use of existing facilities eg. dual use/joint provision.
- County centres of excellence, centres of performance and satellite centres.

Information, Publicity, and Promotion
- Handbook.
- Newsletters.
- Press/media coverage.
- Current image of the Association and the Sport.

Finance
- Net current assets.
- Income/expenditure.
- Revenue generating methods.
- Sponsorship.
- Fundraising.
- Affiliation fees.
- Budgets.
- Grant aid.
- Methods of control.

External Liaison and Communication
- Identification of the key partner organisations, and the relationship with them.

Section 4 The Vision i.e. ‘Where we would like to be’

This section should contain specific recommendations that have been identified through careful assessment of the ‘current situation’, in relation to what the Governing Body or sport would like to see happening over the next five years. A certain degree of realism is required in this section.

These recommendations should relate to the key objectives of the Development Plan referred to in Section 2, and cover all the issues discussed in Section 3.

Section 5 Action Plan i.e. ‘How we get there’

This section should lay down courses of action, and the targets that need to be achieved in order to meet the objectives and recommendations highlighted in the earlier sections. The Action Plan should contain targets for the first three years of the Plan at least. Targets should be realistic, and specific in terms of quality and quantity. For each target there is a need to:

(a) Identify the action required, and by which committee/position in the Association.
(b) State the level of priority (eg. high, medium or low).
(c) Identify the timescale, to include any phasing.
(d) Identify costs.

The Action Plan should also set the timescale for the review process, and describe the review mechanism.

Throughout the Plan, due consideration should be given to various stages in a sports development, from basic movement and learning skills as a foundation for sport, to participating, to raising the levels of performance, right through to achieving excellence.
Who Should Produce and Contribute to the Plan

To assist in developing a Plan, a small group or working party should be established by the Governing Body, consisting of some of its key officers and representatives. It is sensible for the working party to include wider representation than from just the Governing Body of Sport’s membership. Other organisations with relevant experience may include Local Authorities, the Sports Council, the National Coaching Foundation, the physical education profession and voluntary sports clubs.

The Plan Period

Ideally, the Plan should be produced for a five year period, but review procedures should be seen as an integral part of the whole process. The Plan should be written as a flexible document able to be amended to ‘take on board’ new developments or priorities as they arise. Therefore, it is important that the following ‘review dates’ are built into the Plan:-

- **Annual review** - Review annual programme and targets, re-prioritise, report on any difficulties or change of direction.

- **3-year review** - Thoroughly review recommendations/achievements and targets. Possibly identify new key issues, and incorporate into remaining period of Plan.

- **5-year review** - Major review of the Plan, examine in detail, and formulate a new 5-year Plan.

It is possible to add on another ‘year’ to the Plan at the time of each annual review, thereby making it a 5-year rolling programme.

What You Should Do with the Plan

Once agreed by the Governing Body and other appropriate organisations and individuals, the Development Plan should be used as a working document. The Plan should also be a useful marketing tool, and may be used to show potential sponsors what you intend to achieve. It can also be used to support applications for grant aid.

The main recommendations and Action Plan should be communicated to relevant organisations through conferences, workshops, briefing sessions and meetings. This will ensure clarification of responsibilities and acceptance of ‘who should do what’ to implement the recommendations.

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