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SPECIALISTS DELIVERING STRATEGIC SOLUTIONS

COFFEY COMMERCIAL ADVISORY  
ACTIVE 09 – SPORT AND RECREATION  
WESTERN AUSTRALIA

## Why we plan Strategically

- Framework for decisions or for securing support/approval.
- Provide basis on which the business is built.
- Defines the business
- Performance monitoring and benchmarking
- Stimulates change and growth
- Value for money – *providing all the necessary functions at the lowest total cost, consistent with required levels of quality and performance.* (DTF, WA)
  - *If you don't know where your business is going, any road will get there*
  - *Never be so preoccupied with the immediate that you lose sight of the ultimate objective*

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YEARS  
AN EXTRAORDINARY JOURNEY

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## Why we plan strategically

- Relate to the medium term i.e. 2/4 years
- Focus on matters of strategic importance
- Separated from day-to-day work
- Realistic, detached and critical
- Distinguish between cause and effect
- Reviewed constantly
- Written down



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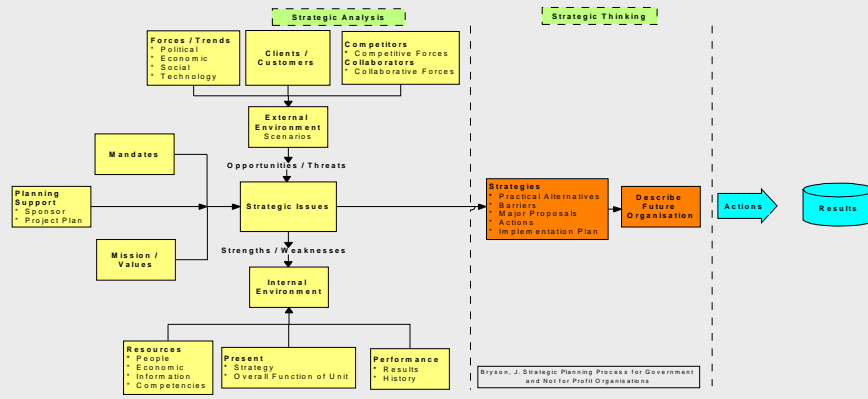
## Key Elements of Strategic Plan - Business

- Vision
- Mission
- Values
- Objectives
- Strategies
- Goals
- Programs

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## Strategic Planning Process



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## Key Elements of Strategic Planning - Infrastructure

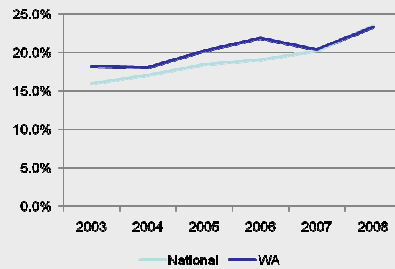
- Planning Context – Policy, Planning, Demographics
- Situation Analysis – Site conditions, constraints, use, capacity
- Consultation – stakeholder groups, government, target groups
- Demand Assessment – competitors, need / demand vs want, trends
- Issues and Opportunities Analysis – scenarios

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## Case Studies – The Good

- Programs – aerobics, T20
- Facilities - MSAC
- Why they work
  - Resourced
  - Researched
  - Team's broad skill set
  - Evolving to meet public's demand



15 July 2004, Middlesex vs. Surrey - 26,500.  
12 January 2005, WA vs Vics - 20,700



## Case Studies – The Bad Bridge Street Sports Centre, Leominster, England

- National Lottery funded (1995) – One of the First managed by a Trust
- 2 x Indoor Tennis courts, indoor bowling centre, synthetic turf pitch, cricket facility and gym
- Strategic analysis and business plan week
  - Demographic and demand analysis overscaled
  - Throughput and income generation unrealistic
  - Partnerships were paper promises
  - Trust members responsible for any shortfall of funding
- Decision taken to fund by national board
- Within 3 years the trust was insolvent



## Case Studies – The Bad

### Bridge Street Sports Centre, Leominster, England (cont)

- Problems:
  - Lack of effective communication (Trust and Centre Manager)
  - Lack of governance
  - No effective programming and marketing
- Sport England invested \$100+k per year of public funds and 0.5FTE Officer to address issues and work with Centre Manager and Trust to turn facility around
- Herefordshire Council in 2002 agreed to take over the centre, manage and underwrite the shortfall in funding
- Centre still operational (operated by Halo Leisure – HC supported not-for-profit social enterprise)
- Quest management assessment in September 2009 – Highly Commended



## Summing Up

- Strategic planning is a living process.
- Key elements
  - Sponsor in a position of power / influence
  - Champion for the cause
  - The right team
  - Disruptions and delays happen
  - Flexibility as to what's in the plan
  - Getting information and people together at key points
  - Willingness to consider bigger picture / lateral thinking.



## Summing Up

“many strategy issues aren’t just tough or persistent—they’re “wicked.”  
(Camillus, HBR, May 2008)

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