

Standard 5: Business and Marketing Plan

The Business and Marketing Plan is a key document that describes your club, its objectives, advertising and promotional activities, employee competencies and other key operational areas.

Writing a Business and Marketing Plan will:

- Formalise your club's ideas;
- Structure your club's priorities;
- Help identify responsibilities and roles within the club; and
- Provide your club with a road map to guide your future operations.

This standard will assist clubs to prepare a Business and Marketing Plan that focuses on forward planning, promotions, sponsorship activities and human resource competencies.

The plan will help clubs to identify human resource competency and skill gaps within their operations, ensuring that the right people are operating in the right roles, maximising clubs' potential to grow and succeed in the future. It will also help define and establish a set of realistic and achievable objectives to assist the club to move towards the future.

Templates

A Business and Marketing Plan template is provided at **ATTACHMENT A**.

Tools and Assistance

This Standard outlines a simple five step guide to business and marketing planning that will assist clubs to produce a realistic, practical and useful planning document. An element of this focuses on marketing activities and aims to assist clubs in identifying local (or regional) opportunities for increasing secondary income from both racing and non-racing activities.

GRNSW acknowledges that it has a responsibility for the promotion of greyhound racing at an industry-wide level across NSW and will continue to develop central marketing initiatives including:

- Market research.
- Provision of advice and guidance in the area of sponsorship.
- Production of marketing material including the E-Chaser.
- Ongoing production and development of the DogsTV and thedogs.com.au website.

GRNSW will also continue to provide assistance for marketing and promotion at the local level by assisting clubs in the preparation of business and marketing plans, and helping with targeted promotions for racing carnivals and other major events.

What GRNSW Requires From Your Club

Clubs must complete all sections of the Business and Marketing Plan template at **ATTACHMENT A** and return a copy to GRNSW with evidence of Committee endorsement of the plan (copy of resolution from Committee meeting minutes).

Clubs are then required to conduct an annual review of their entire Business and Marketing Plan and provide a copy of the updated plan to GRNSW on a yearly basis. Clubs should use the annual review process to update all sections to reflect any changes in their operating environments (e.g. new sponsorship or marketing arrangements). In particular, clubs should update any time bound objectives in their plan to ensure they are an accurate reflection of the club's future plans.



Every three years, clubs must start from scratch and undertake a complete re-write of their Business and Marketing Plan (GRNSW will inform clubs when this is required). The adoption of a three year business planning cycle will help the club remain financially sustainable and ensure it has a structured plan for the future.

Further, it is important to bring club management and the Committee together every three years to conduct a fresh SWOT analysis, to formulate new objectives and to conduct a Human Resource Competency Analysis to ensure the club is prepared future challenges and opportunities.



Business and Marketing Plan

The business and marketing plan is a key document that describes your club, its objectives, marketing and promotional activities, employee competencies and other key operational areas. It should be seen as a blueprint for your club's future success.

Business and marketing plans can vary enormously in length, style and content, but the key is to ensure the document is realistic, practical and regularly reviewed. It should not only set the direction for your club but also act as a reference point for measuring performance.

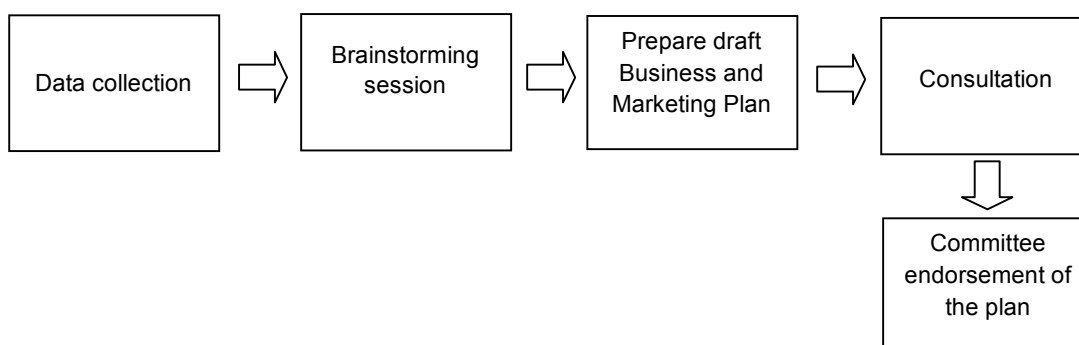
Clubs need to plan for their long-term viability in order to grow. Planning helps to:

- Look at where the club has come from and where it is now, where it wants to go and how it is going to get there.
- Identify the main objectives of the club.
- Encourage the members to get involved in the development of the club.
- Adjust to changes in the current environment that have an impact on the club.
- Ensure that resources (human, physical and financial) are used effectively.
- Evaluate club performance.

Planning Process

Business and marketing planning is the responsibility of the club's Committee as a whole, with the assistance of management. Clubs should attempt to involve as many people in the planning process as possible. The more people who are consulted during the development of the plan, the more it will reflect the true direction of the club. Your Committee and employees will also feel that the plan belongs to them and will be more comfortable in assisting with its implementation.

The club secretary / manager should have primary responsibility for preparing and writing the Business and Marketing Plan. There are many ways to approach the planning process and the following section outlines a simple five step guide that your club may wish to follow.



Five Steps Overview

1. Data Collection

In the lead up to the brainstorming session you should collect as much background data and information as possible about your club and its (recent) history. This information should be distributed to everyone before the brainstorming meeting. It will also become an important in-house resource that will help everybody to develop an accurate picture of your club's current position and how it got there, including any significant changes that may have taken place in your club's operations and the environment in which it operates. This information will be extremely useful for completing certain sections of the Business and Marketing Plan template and should form the basis for discussions in the brainstorming session. Data and information you may wish to collect could include:

Club Characteristics and Activities
<p>Nature of the club:</p> <ul style="list-style-type: none"> • Legal structure (incorporated as company or association) • Club classification by tier (GRNSW) • Board members (including interests, qualifications, experience) • Club aims and values • Management, employee and volunteer resources (including shared resources) • Membership provisions (in constitution) and other membership resources (eg branches, auxiliaries and other support Committees) • Facilities (club – including tenure/leasing status) • Facilities (racing)
<p>Information on club activities over the past 5 years to determine trends, such as:</p> <ul style="list-style-type: none"> • Number of race meetings and events, including number of races and nominations • Other events held (if any) including community promotions • Attendance at race meetings and other events • Club membership numbers and participation
<p>Major recent and planned changes in the club's own activities, such as:</p> <ul style="list-style-type: none"> • Changes in race times • Significant changes in attendance • Provision of additional services
<p>Major recent and expected changes in the external environment affecting the club, such as:</p> <ul style="list-style-type: none"> • Changes in regulation of the industry • Funding changes • Local council requirements • General government requirements (e.g. WorkCover, privacy requirements)

Financial Characteristics

Financial information for the past 5 years, where available broken down into informative categories such as:

- Club revenue from GRNSW
 - Distribution scheme
 - On-Course Totalisator rebates
 - Special grants/loans
- Club revenue from own activities
 - Membership fees
 - Race meetings
 - Other events or activities
 - Sponsorships
- Club expenditure on
 - Prizemoney
 - Other race meeting costs
 - Employee costs
 - Marketing costs
 - Other club administration costs
 - Maintenance costs
 - Other club events and activities

2. Brainstorming Session

You should use the brainstorming session to gather as much input and as many ideas as possible from the club Committee, management and employees. It is critical that the entire club Committee are involved to ensure the key elements and direction of the plan are endorsed at this early stage.

It is a good idea to appoint or agree on one person as 'facilitator' - to guide the planning session - and another as 'scribe' to take responsibility for collating all information and recording discussions. Clubs should note that it may be necessary to hold more than one brainstorming session in order to collect full and complete information from all attendees.

It is also essential that all participants in the brainstorming group agree on why the club exists and for whom. Differences of opinion or expectations in this area need to be aired and resolved at this early stage, otherwise it will not be possible to develop a unified view of what the club should be aiming for in the future.



You should use the brainstorming session to:

- Complete a strengths, weaknesses, opportunities and threats (SWOT) analysis of your club;
- Develop and agree on a vision for your club. The vision statement should encapsulate what the club wants to be in terms of what it will provide, who it will serve and how it will pay for it. The vision should be bold, but realistic;
- Complete a competitor and competitive advantage analysis;
- Develop specific objectives – i.e. outline what your club wants to achieve in the next 1-3 years; and
- Develop strategies to implement the club's objectives, i.e. determine what action is needed to meet the objective.

3. Prepare Draft Business and Marketing Plan

Use the information collected during steps 1 & 2 to populate the Business and Marketing Plan template. Clubs are encouraged to add additional sections and titles to the planning template where necessary.

Ensure all sections of the template are completed before proceeding to step 4.

4. Consultation

Provide a draft copy of the Business and Marketing Plan to those who attended the planning / brainstorming session for comment. Incorporate any suggestions or input into a final version before moving to step 5.

5. Committee Endorsement of Plan

It is critical that your club Committee endorse the final version of the Business and Marketing Plan before you begin implementation and provide a copy to GRNSW to comply with this standard.

A Breakdown of the Business and Marketing Plan Template

This section provides a breakdown of each section from the Business and Marketing Plan template provided at **ATTACHMENT A**.

Club Profile

The club profile will provide readers with an introduction to your club and its operations, it should:

- Set out how the club currently sees itself in terms of its values, purpose and activities;
- Provide a 'snapshot' of the club's position in the sport;
- Outline its current and past activities; and
- Highlight the main improvements and setbacks in recent years.

Marketing Plan

SWOT Analysis

A SWOT (strengths, weaknesses, opportunities and threats) analysis is designed to help identify areas of your club and operations that can be improved, as well as opportunities you can take advantage of in your marketing and advertising activities.

Once you have completed your SWOT analysis, you should reflect on the findings and outline what your club can do to:

- Increase and build on the strengths;
- Minimize the weaknesses;
- Take advantage of the opportunities; and
- Minimize and counteract the threats.

A SWOT analysis is a critical element of the business and market planning process and should also form the basis of your club's organisational objectives – both short and long term.

Competition and Competitive Advantage

Competition can be defined as a rivalry of two or more businesses that target the same customers or market. For example, other entertainment or sports within your region that people may attend instead of greyhound racing. It is important that you are aware of who your club is competing with, as this should directly influence the type of promotions and marketing activities you undertake.

In this section clubs should list the details of competitors, including:

- How long have they been in business.
- A realistic assessment of their strengths and weaknesses.
- An assessment of the value they provide to customers.

An effective competition analysis will provide critical information that will help you determine what type of advertising, promotions and community engagement is required at your club.

Community Engagement

Most modern businesses accept they have a responsibility to support and give back to the communities that contribute directly to their success, existence and profitability. Greyhound racing is no different in this sense, it is the local communities who attend the track and support greyhound racing region-by-region across NSW. Supporting the community can be good for business, and is likely to provide a range of benefits such as enhancing your club's reputation, goodwill and level of public trust.

In this section of the plan you should provide an overview of any charity / community work your club is involved in. For example, your club may support a local sporting club or charity organisation by donating a percentage of gate takings to them or by providing them with an opportunity to raise money on-course through raffles on race days.



Communications

Communications is a key business tool that can be simple or complex. It usually consists of two key aspects:

- The strategy - is about identifying and reaching the audiences, key message/s, overarching aims and objectives of the communication activity; and
- The action plan - supports the strategy, by providing detail to the strategic framework and key methods for communicating to stakeholders.

Animal Welfare Activities

Clubs should use this section to outline how they are promoting and encouraging greyhound adoption and the greyhound breed in general to club members and participants, in their region, community and at their track.

Promotions

In this section of the plan you should provide an overview of your club's promotional activities. You should also outline the objectives of your promotional activities and how you intend to measure their success.

There are many ways to promote your club and its activities. The best technique(s) for your club will depend on the 'audience' you are trying to reach. Often a combination of approaches may have the biggest impact.

Possible techniques include:

- Paid advertising in local newspapers or on local radio/television;
- 'Free' promotion by providing general interest articles in local/district newspapers (e.g. about the Greyhound Adoption Program);
- Special promotions – for example, about feature events, racing carnivals, etc;
- Targeted promotion – for example, print posters displayed in/near areas visited by potential customers (such as TAB outlets and hotels with Sky channel connected); and
- Special promotions at shopping centres, local schools (e.g. Greyhound Adoption Program), local service clubs and other sporting groups and associations.

Clubs may also consider appointing a Publicity Officer to drive promotional and sponsorship activities within the club. Ideally such an officer would be someone other than the club Secretary/Manager, who would have the time to focus specifically on promotions, marketing and sponsorship activities. This person could also be used to liaise more regularly with GRNSW's Brand & Public Relations team to learn from its expertise and skills in the area.

Secondary Income

All clubs are required to introduce an active program to seek secondary income above Scheme of Distribution funding. Clubs need to be able to demonstrate that they are actively developing measures to raise revenue and generate income opportunities.

Increasing revenue is not just about doing more of the same, or doing it better. Clubs should think laterally about how they might be able to use the club's assets and facilities to create new services. For example:

- Can kennelling facilities be used for other 'dog' events?

- Can kitchen facilities be used for catering opportunities?
- How can you market the unique aspects of the club's products and services?

Clubs should also liaise with other clubs to promote regional marketing opportunities and ensure that their racing program promotes sponsorship and other marketing opportunities.

Clubs should also use this section to outline all current sponsorship arrangements and to discuss strategies for obtaining new sponsorship in the future.

Organisation Plan

In this section of the plan you should develop specific objectives to be achieved in the first year of implementation. The objectives should address the main issues identified in your SWOT analysis and be sufficiently precise so that you can measure to what extent they are being achieved.

You will also need to develop plans for achieving the objectives. The plans should identify the activities required to implement each strategy, the responsible person(s), the time span allotted for each action and the estimated costs.

The associated costs for each objective are especially important as they will most likely need to be incorporated into the club's annual budget for the forthcoming year.

Future Planning

Clubs must show that they are planning for the future development of their club through the preparation of medium to long term goals. This section should be used to plan ahead and to outline some long term objectives for the club 2-3 years into the future.

These objectives should be re-assessed each year as part of your club's Business and Marketing Plan review and evaluation process.

Human Resource Competency Analysis

Clubs need to identify the human resource competencies (skills and experience) required for the efficient management and running of the club.

Clubs should review the competencies of all personnel / positions involved in running the club to identify any 'gaps' in skills, qualifications and experience. Clubs should then outline how they will address any identified competency gaps – whether it is through internal training on-the-job or the use of external providers for education and skills development.

Clubs that do not employ someone in a specific role, can use the information to ensure that collectively the members of the Committee or those who volunteer in the role either have, or have access to, the skills necessary to perform the duties.

The objective of the competency analysis is to ensure all club personnel are equipped with the skills required to carry out their job in a full and effective manner. Having the right personnel in the right positions will: assist in the smooth running of the club; minimise the club's exposure to risk (e.g. workplace incidents); maximise the club's potential to grow and succeed; and, enable the club to hold high quality race meetings.



'Competency' Based Approach

Competency is defined as the ability to perform work activities to the standard required in employment. Competency is not only the ability to perform known functions and activities, but also:

- The ability to apply current skills and knowledge to new situations;
- Organising and planning work - including non-routine activities;
- Implementing new directions and objectives; and
- Being effective in dealing with colleagues, customers, clients, superiors and other stakeholders.

The competencies required to perform a particular position effectively can be developed by a combination of formal education and training, on-the-job experience, and the knowledge, skills and experience gained in non-job settings such as voluntary work.

Identifying Club Needs

All clubs should have 'position descriptions' that provide an overview of the desired skills, experience, knowledge and qualifications for each role within the club.

Review Current Competencies

Position descriptions should be used to review the competencies of club personnel yearly to provide feedback on their performance and to discuss or plan for their further development needs.

Develop a Competency Development Plan

Develop a plan to address these competency gaps through assistance with appropriate education and training. Long and short courses in small business and management skills are available through Community Colleges and TAFE in metropolitan as well as country centres. Many courses are also available by distance education or on-line. Self study from existing books can also help to improve or extend existing competencies. Local professionals may agree to assist as unofficial tutors or mentors.

Reviewing Future Applicants

Clubs should review position descriptions before embarking on the recruitment of any new personnel (whether paid or volunteer). Position descriptions should be used as the basis for recruitment advertising, job interviews and selection of the most suitable candidates. If the most suitable candidate, or available volunteer, does not have all the required competencies, develop a development plan as set out above.

Review and Evaluation

The club Committee has the overall responsibility for the implementation and review of the Business and Marketing Plan.

The plan should be monitored and reviewed on a regular basis by the club Committee, with those people who are responsible for specific objectives providing progress reports on a quarterly basis.

In this section clubs should outline and define procedures for monitoring the progress of the Business and Marketing Plan. This could simply be a matter of reporting to the Committee at the end of the financial year on each heading in the plan to reflect on the progress made by the club.

The club should hold at least one Committee meeting per year specifically to review, evaluate and discuss the Business and Marketing Plan to ask questions such as:

- Is the club performing profitably?
- What are the problems we currently face?
- Did we meet the club objectives in this year's plan? If not, why?
- Are there things that did not work this year that we need to change?
- Are there things that did work but that we can improve on?
- Have marketing and promotional activities been effective?
- Has the club increased secondary income? If not, why?



< Insert Club Name >

Business and Marketing Plan

< Insert Year >

(Create a cover for your plan)

Guide to Writing Your Business and Marketing Plan

A Business and Marketing Plan is a working document. It is not meant to be written and then forgotten. Your Committee should review the plan regularly and if necessary, change it to ensure the club stays focused on its objectives.

1. Use this template to write a Business and Marketing Plan.
2. The text in **RED** is instructional. You should remove it and this guide before printing or submitting your plan.
3. Keep your sentences short and concise and use bullet points to simplify the writing process.
4. Use the headings provided.

Club Profile

Insert Club Name, Address and Contact Details.

Provide a brief description of your club i.e. what you do and what are your main services. Include your club's vision or mission statement here if you have one.

Provide a brief overview of the club's position within the sport – for example, “we are a Non-TAB track servicing the Central West region”.

How big is your club? i.e. how many employees, volunteers, race meetings and members – use table below.

No. of employees	
No. of volunteers	
No. of meetings	
No. of races	
No. of club members	

Provide a brief history, i.e. outline current and past activities, and how long the club has been operating. Also highlight the main improvements and setbacks at your club in recent years.

Marketing Plan

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

A SWOT (strengths, weaknesses, opportunities and threats) analysis will help identify areas of your club and operations that can be improved, as well as opportunities you can take advantage of.

Simple rules for conducting a successful SWOT analysis:

- Be realistic about the strengths and weaknesses of your club when conducting a SWOT analysis.
- SWOT analysis should distinguish between where your club is today, and where it could be in the future.
- SWOT should always be specific, so avoid grey areas.
- Keep your SWOT short and simple, avoid complexity and over analysis.

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<p>List your club's strengths, i.e. what the club has going for it, as an organisation and as a venue. Examples of strengths include:</p> <ul style="list-style-type: none">• Strong financial base• Group of skilled volunteers• Support from local businesses• Support from local politicians• Well equipped club house• Well structured Committee• Enthusiastic and capable Committee• Good customer service• Location of track• Marketing and promotions skills.	<p>List your club's weaknesses, i.e. the club's internal shortcomings, needs and problems. Weaknesses are areas of the club that need to be acted on. Examples include:</p> <ul style="list-style-type: none">• Weak financial base• Few volunteers• No support from local businesses• No support from local politicians• Out of date / ill equipped club house• Poor Committee structure• Overworked and tired Committee• Poor website• Volunteer burn-out• Lack of marketing expertise• Poor signage• Track and club facilities under utilised.
<p><u>Action</u></p> <p><i>Outline what you can do to increase and build on these strengths?</i></p>	<p><u>Action</u></p> <p><i>Outline what you can do to minimise these weaknesses?</i></p>

<p><u>OPPORTUNITIES</u></p> <p>List opportunities your club can take advantage of in the future.</p> <p>Opportunities are external factors that could work in the club's favour, for example opportunities to improve attendance, participation or revenue. Other examples include:</p> <ul style="list-style-type: none"> • State and Local Government funding • New sponsorship from local businesses • Promotion of sport to different age group eg. University students • Exploitation of signage rights • Joint promotion with other clubs • Grow secondary income • Increased community involvement. 	<p><u>THREATS</u></p> <p>List any threats that may have an impact on your club's operations.</p> <p>Threats are external factors that might have an adverse impact on the clubs activities, such as:</p> <ul style="list-style-type: none"> • Competition from other forms of entertainment or sport • Government regulation • Community pressure • Sponsors giving their support to other sports • Lack of knowledge and interest in greyhound racing locally • Fair Work Act changes • Sudden increase in operating costs • Community does not know the track exists.
<p><u>Action</u></p> <p><i>Outline what you can do to take advantage of these opportunities?</i></p>	<p><u>Action</u></p> <p><i>Outline what you can do to minimise and counteract these threats?</i></p>

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Competition and Competitive Advantage

Competition can be defined as a rivalry of two or more businesses that target the same customers or market. For example, other entertainment or sports within your region that people may attend instead of greyhound racing.

Using the table below, list the details of your club's competitors, including:

- How long have they been in business.
- A realistic assessment of their strengths and weaknesses.
- An assessment of the value they provide to customers.

Competitor	Established	Value to customers	Strengths	Weaknesses	Required action
Competitor name	When were they established?	The value they provide to customers, for example, why would customers choose a competitors service or product over yours?	What are the competitor's main strengths?	What are the competitor's main weaknesses?	Does your club need to take action to counter the competitor's product or service? If so, provide an overview of this action.

Community Engagement

Outline any charity / community work your club is involved in. For example, your club may support a local sporting club or charity organisation by donating a percentage of gate takings to them or by providing them with an opportunity to raise money on-course through raffles on race days.

Communications

How do you communicate with your club members and other stakeholders such as trainers? How can this be improved? E.g. do you have a newsletter – if so, who receives it?

Do you have a website or are you planning to get one developed? Do you have a club email address?

How do people find out information about the club and its activities?

Animal Welfare Activities

Outline any activities the club is undertaking to encourage greyhound adoption and to promote the greyhound breed in general.

Promotions

What are the objectives of your promotional activities and how you will measure their success?

Use the following headings to provide an overview of your club's promotional activities.

Feature Races

How do you promote your feature races?

Attendance

In addition to the trainers and owner/trainers that are present each week, discuss who else you want attending your race meetings. For example, you may want families, local youth, university students, owners, sporting clubs or local businesses attending your track on a regular basis.

In this section you should also discuss how people find out about the track and greyhound racing in your region, and how you will attract more people to the track.

Advertising

Outline any advertising activities undertaken by your club using the table below, i.e. the details and cost of advertising, including that of print, online, TV and radio media.

Type	Cost	Regularity
e.g. Newspaper	\$	e.g. one article per month/week/year

Secondary Income

All clubs are required to introduce an active program to seek secondary income above Scheme of Distribution funding. Clubs need to be able to demonstrate that they are actively developing measures to raise revenue and generate income opportunities.

Clubs should also liaise with other clubs to promote regional marketing opportunities and ensure that their racing program promotes sponsorship and other marketing opportunities.

Using the following headings, you should outline sources of secondary income for the club – both current and planned.

Food and Beverage

Discuss any catering, bar and restaurant activity.

Functions

Discuss any function activity at your club. For example, your club may hire out its facilities for other events and functions not related to greyhound racing, such as weddings, birthday parties or conferences.

Trials

Discuss if greyhound trials run by your club are currently profitable, i.e. revenue exceeds costs of running trials. If they are not, discuss how the club will make them profitable in the future.

Non-racing Events

Outline any non-racing events that are held at your club and the revenue they bring in – i.e. markets, festivals, sport etc.

Sponsorship

Discuss your plans for obtaining new sponsorship for your club in the next year and beyond.

Outline all current sponsorship arrangements at your club using the table below.

Sponsor Name	Type	Amount	Sponsorship Period
	What is sponsorship for? e.g. Box sponsor / on-course signage.	What is the value of the sponsorship?	How long is the sponsorship for, e.g. 1 year, one off, 1 month?

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Organisation Plan

Club Objectives

Outline what your club wants to achieve in the next year (i.e. year 1)?

The objectives should aim to capitalise on the opportunities and counter the threats identified in the SWOT analysis.

Formulate objectives which will have the greatest impact in improving the operations of your club.

Some examples:

- To refurbish the club canteen facilities in 2011;
- To ensure that the first aid officer updates their first aid certificate;
- Increase community participation by holding one family day every three months;
- To increase club revenue from on-course racing activities; and
- To develop new sources of revenue.

Objective	What is needed to meet the objective?	Who will be Responsible	Indication of Cost & Funding Options	When will it be completed by
1. To refurbish the canteen facilities in 2011	<ul style="list-style-type: none">• Develop scope of works• Obtain required quotes• Apply for MVIA funding• Manage project to completion	Secretary & Groundsman	\$45,000 estimate Seek part MVIA funding	During July recess period
2.				
3.				

Future Planning

Clubs must show that they are planning for the future development of their club through the preparation of medium to long term goals.

This section should be used to plan ahead and to outline some long term objectives for the club 2-3 years into the future.

These objectives should be re-assessed each year as part of your club's Business and Marketing Plan review and evaluation process.

Year 2

Objective	What is needed to meet the objective?

Year 3

Objective	What is needed to meet the objective?

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Human Resource Competency Analysis

Clubs need to identify the human resource competencies (skills and experience) required for the efficient management and running of the club. The aim is to ensure club personnel are equipped with the competencies required to complete / carry out their job in a full and effective manner.

Using the table below, clubs should review the competencies of all personnel / positions currently involved in running the club to identify any 'gaps' in skills, qualifications and experience.

The table is not designed to be exhaustive and apply to every club, it simply attempts to list the **ideal** skills, qualifications and experience required for each position within the club. GRNSW understands that it in many instances it will not be possible for clubs to find employees/volunteers that have all of the skill sets outlined in the table below (especially in country regions). It is important to note that the exercise is designed to help the club Committee/Management to identify any **critical** competency gaps that may impact directly on the club's operations or on a person's ability to fulfill their position.

Clubs should also outline how they will address any identified competency 'gaps' – whether it is through internal training on the job or the use of external providers for education and skills development.

Please add any positions that have been left out of the template.

Use the following table to complete a 'gap' analysis for each position within your club.

Name	Position	Ideal skills, qualifications & experience required for position	Does the person in this position have the listed attributes? Y / N / N/A	List any training required
	Secretary / Manager	Excellent organisational skills including a demonstrated ability to manage and prioritise tasks Highly developed computer skills particularly with Microsoft Outlook, Excel and Word Highly developed oral and written communication skills Experience in the employment and supervision of employees Financial management skills including solid budgeting knowledge and experience		

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		<p>Appropriate bookkeeping and payroll experience</p> <p>Proven cash handling and balancing skills</p> <p>Knowledge of MYOB Accounting Software</p> <p>Working knowledge of industrial relations and the Workplace Relations Act</p> <p>Proven record in marketing, promotion and sponsorship</p> <p>Ability to set and achieve goals</p> <p>Understanding of the greyhound racing industry</p> <p>Previous experience in working with voluntary club Committees</p> <p>Experience in the operation and conduct of Committee meetings</p> <p>An understanding of Occupational Health and Safety legislation</p> <p>Ability to manage public presentations</p> <p>Previous experience in risk management and strategic planning</p> <p>Previous experience in developing and implementing compliance plans</p> <p>Ability to monitor and report on compliance plans</p> <p>Ability to prepare and present reports to Committee / board</p> <p>Advanced stakeholder management and liaison skills</p>		
	Track Curator/ Groundsman	<p>Understanding of the greyhound racing industry</p> <p>Practical experience in a commercial/industrial maintenance environment</p> <p>Lateral thinker with strong problem solving skills</p> <p>Working knowledge of basics in electrical, mechanical, carpentry, plumbing, welding and/or associated trades</p> <p>Reliable self starter with a proven ability to demonstrate initiative</p> <p>Work well in a team, supporting and encouraging colleagues</p> <p>Understanding of Occupational Health and Safety guidelines</p> <p>Current Driver's licence</p>		

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		<p>Base level knowledge of horticulture</p> <p>First Aid certificate or prepared to undertake education and training</p> <p>Ability to operate a tractor and other machinery</p>		
	Kennel Steward	<p>Understanding of the greyhound racing industry</p> <p>A thorough understanding of the Rules of Greyhound Racing - including swabbing procedures</p> <p>Animal handling skills, knowledge and experience</p> <p>Highly developed communication skills</p> <p>Ability to work as part of a team</p> <p>Organisational, time and self-management skills</p> <p>Strong conflict resolution skills</p> <p>Understanding of Occupational Health and Safety guidelines</p>		
	Club Steward	<p>Understanding of the greyhound racing industry</p> <p>Practical knowledge of greyhounds</p> <p>A thorough understanding of the Rules of Greyhound Racing – including swabbing procedures</p> <p>Animal handling skills and knowledge</p> <p>Highly developed communication skills</p> <p>Ability to work as part of a team</p> <p>Organisational, time and self-management skills</p> <p>Strong conflict resolution skills</p> <p>Experience in an administrative role</p> <p>Experience in an office environment</p> <p>Knowledge of legal proceedings</p> <p>Well developed problem solving and analytical skills</p> <p>Sound computer literacy skills (Microsoft Office / Windows</p>		

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		environment) Understanding of Occupational Health and Safety guidelines First Aid certificate		
	Starter	Understanding of the greyhound racing industry Practical knowledge of greyhounds A thorough understanding of the Rules of Greyhound Racing Excellent time and self-management skills Understanding of Occupational Health and Safety guidelines		
	Judge	Understanding of the greyhound racing industry Practical knowledge of greyhounds A thorough understanding of the Rules of Greyhound Racing Knowledge of timing devices Sound computer literacy skills – Microsoft Office / Windows environment		
	Lure Driver	Lure Driver Accreditation Understanding of the greyhound racing industry Practical knowledge of greyhounds A thorough understanding of the Rules of Greyhound Racing Good hand-eye coordination Good eyesight Understanding of Occupational Health and Safety guidelines Ability to work as part of a team Attention to detail		

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	Bar Staff	<p>Responsible Service of Alcohol certificate</p> <p>Food and beverage preparation and service skills</p> <p>Understanding of restaurant ordering and supply procedures</p> <p>Focus on customer service</p> <p>Excellent communication skills</p> <p>Demonstrated cash handling skills, with experience in float reconciliation, EFTPOS facilities and cash registers.</p> <p>Knowledge of beverage products</p> <p>Basic computer skills</p> <p>Understanding of Occupational Health and Safety guidelines</p> <p>Ability to work as part of a team</p>		
	Restaurant Staff	<p>Responsible Service of Alcohol certificate</p> <p>Demonstrated cash handling skills, with experience in float reconciliation, EFTPOS facilities and cash registers</p> <p>Food and beverage preparation and service skills</p> <p>Focus on customer service.</p> <p>Excellent communication skills</p> <p>Ability to work as part of a team</p> <p>Understanding of Occupational Health and Safety guidelines</p>		
	President	<p>Understanding of the greyhound racing industry</p> <p>Highly developed communication skills</p> <p>Good working knowledge of the constitution, rules and the duties of all office holders and sub-Committees</p> <p>Strong conflict resolution skills</p> <p>Previous experience in running a business</p> <p>Previous experience as a company Director or Committee member</p>		

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	Treasurer	<p>Previous experience in recordkeeping and managing financial records either manually or by computer</p> <p>Knowledge of the company audit process</p> <p>Knowledgeable in bookkeeping practices</p> <p>Proficient in the use of e-mail, spreadsheet and word processing software</p> <p>Ability to read and interpret financial reports</p> <p>Fully conversant in the operation of MYOB Accounting Software</p>		
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Review and Evaluation

In this section you should outline and define your procedures for monitoring the progress of your Business and Marketing Plan. This could simply be a matter of reporting to the Committee at the end of the financial year on each heading in the plan to reflect on the progress made by your club.

Your club should hold at least one Committee meeting per year to specifically review, evaluate and discuss the Business and Marketing Plan to ask questions such as:

- Is the club performing profitably?
- What are the problems we currently face?
- Did we meet the objectives in this year's plan? If not, why?
- Are there things that didn't work this year that we need to change?
- Are there things that did work but that we can improve on?
- Have marketing and promotional activities been effective?
- Has the club increased secondary income? If not, why?

You should also create additional review and evaluation items that are specific to your club.