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Sport facility management

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Abstract

The information in this paper will assist facility managers to prepare a management plan for a sport and recreation facility. A management plan will ensure managers achieve efficient management practices for a successful facility. The management of a facility plays a crucial role in its continued successful operation. Management planning will impact significantly on design, administrative and financial considerations and occurs in the initial concept stages of planning for a facility. The two most crucial factors in successful management are financial control and effective service delivery to ensure a smooth operation. In order to remain relevant and to be an ongoing success, managers of sport and recreation facilities need to plan ahead, anticipate change and modify services accordingly.

Keywords: management plan, sport, recreation facility, financial control, plan ahead

Introduction

Facility Management Plan

A management plan is a formal planning tool that aims to design the future operations of the facility.

1. The aims and objectives of the facility — what are we trying to achieve?
2. The strategies used to meet the objectives — how will we achieve it?
3. The evaluation methods used to measure performance — how will we know if we are achieving it?

A good management plan will improve the effectiveness and efficiency of your facility. It identifies who your clients are, what services are on offer and why. It will provide you with short and long term goals, improve the quality of your services and products and enable you to manage a more successful operation.

Developing a management plan

Vision statement

A vision statement is the first step in the planning process followed closely by the development of a mission statement. A vision statement is a vivid description of a desired outcome that inspires, energises and helps the organization create a mental picture of your target. It could be a vision of a project or goal. Vision statements are often confused with mission statements, but they serve complementary purposes.

Mission statement

The next step in preparing a management plan is to develop a mission statement for your facility. The mission statement is a clear statement of what the facility does and the way in which it will be managed. The mission statement describes:

4. purpose of the facility — what is our business?
5. why it exists — what is our underlying philosophy?
6. what it has to offer — what services or products do we provide?
7. who will use it — what is our target group?

It is important to ensure that all personnel are committed to the mission statement. Encourage input into the planning process from all levels of management, not just senior staff. It is also

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important that whatever vision and mission is developed, it reflects the aspirations of the stakeholders.

A mission statement which truly reflects a shared vision will created unity and commitment within your organization.

Goals

Once the mission statement has been agreed to, the next step is to work out how to achieve it. It is important to identify the goals that will enable you to achieve your mission. Goals reflect what you aim to achieve and give direction to the operation of the facility. They are usually broad statements that have no time frames.

Major initiatives

With the goals in place, the final step is to set out major initiatives. These are the specific actions needed in order to achieve the goals. It is helpful to arrange and focus on these in key performance areas.

Collectively, your objectives form an action plan and detail specific actions that will be taken at a particular time in order

to achieve a defined outcome.

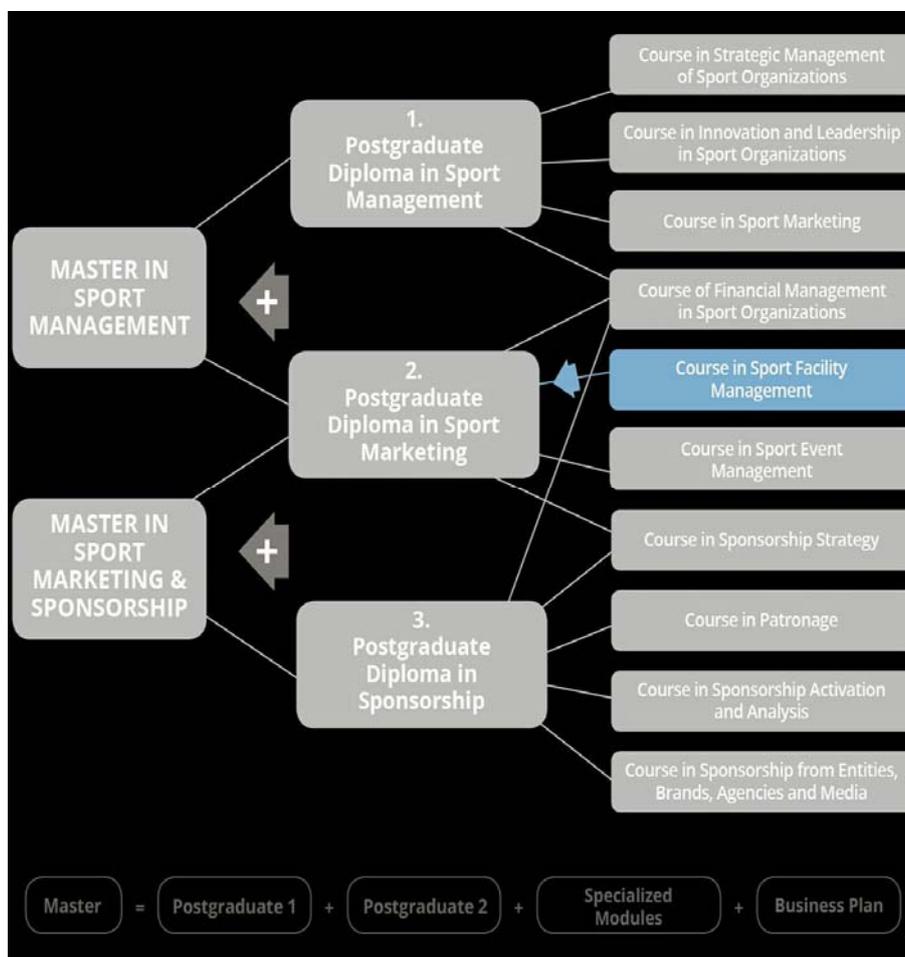
Initiatives should:

- be specific to a goal
- be attainable — challenging but not too difficult
- have a time line
- address specific issues such as financial performance and efficiency
- have clearly defined outcomes
- be quantifiable — they can be measured using performance indicators
- delegate responsibilities beyond the manager
- be used as a day to day management tool

Together your initiatives should form an action plan showing:

1. what has to be done
2. when it has to be done
3. who will do it

Sport facility management Education



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